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EXTERNAL AFFAIRS MANAGEMENT

IMPROVEMENT PROGRAM (EAMIP)

PROGRAM REPLAN

DECEMBER 1985

- FOREWORD -

I am pleased to make available to you an update of the External Affairs Management Improvement Program (EAMIP) Plan.

The First EAMIP Plan, published in March 1984, represented a major step toward improved management practices within the Department of External Affairs. This revised Plan provides greater focus and clarity of intent, based upon the progress, experience and insight gained over the last year and a half.

You will observe that individual management improvement projects have been linked to the Department's Operational Plan Framework as set forth in the 1985-86 Estimates. This has been done with a view to strengthening awareness of the Program as a valuable tool in the achievement of our strategic and operational objectives.

As with any program of this size and complexity, the EAMIP is in a constant state of evolution. It is my intention to have the Program reflect and respond to changing Departmental priorities, to keep you informed of progress achieved through regular quarterly reports, and to undertake any major replanning exercises that might be required.

D.H. Burney
Associate Under-Secretary of State
for External Affairs

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Human Resources Management (continued)

EXTERNAL AFFAIRS

MANAGEMENT IMPROVEMENT PROGRAM

1. Background

The External Affairs Management Improvement Program (EAMIP), an action plan originally comprised of more than one hundred and twenty projects, is designed to enhance delivery of the Canadian Interests Abroad Program by improving Departmental structures, processes and systems.

EAMIP was established by Departmental management in recognition of the need for a structured approach to change, and as a mechanism to ensure appropriate responses to observations made by the McDougall Commission, the Auditor General, the Comptroller General, and the Public Accounts Committee.

The Department's first management improvement plan was designed to aid both the integration of trade responsibilities and delivery of the immigration program abroad with the functions traditionally performed by the Department. Upon successful completion of integration, a subsequent plan was developed, addressing the need for improved management and operational practices.

Work on the new plan began in the Spring of 1983. The resulting EAMIP Action Plan was approved by the Departmental Executive Committee, and subsequently endorsed by the Comptroller General on March 19, 1984.

With 128 initial projects, originally estimated to cost in excess of $27.7 million and 380 person-years, EAMIP is one of the largest management improvement programs in the Government of Canada.

2. Objective of EAMIP

The objective of the EAMIP is to assist Departmental management in attaining its strategic and operational objectives in delivering the Canadian Interests Abroad Program. More specifically, EAMIP is intended to:

(a) develop and implement, together with line managers, the management structures, processes and systems required to enable the Department to operate as efficiently and effectively as possible;

(b) ensure that Departmental officers are fully versed in the use of these structures, processes and systems; and,

(c) respond to Auditor General, Comptroller
     General and Public Accounts Committee
     observations concerning Departmental systems,
     processes and accountability controls.

3. EAMIP Status

        After more than two years in operation, EAMIP is
well established. The figure below shows the current status
of the original 128 projects. Of these, 62, or 48%, remain
active. An additional 28 projects are scheduled for
completion by the end of the fiscal year, reducing the total
number of active projects to 34, or 27%.

PROJECTS BY STATUS

48% ACTIVE
62 PROJECTS

34% COMPLETED
44 PROJECTS

17% CANCELLED
22 PROJECTS
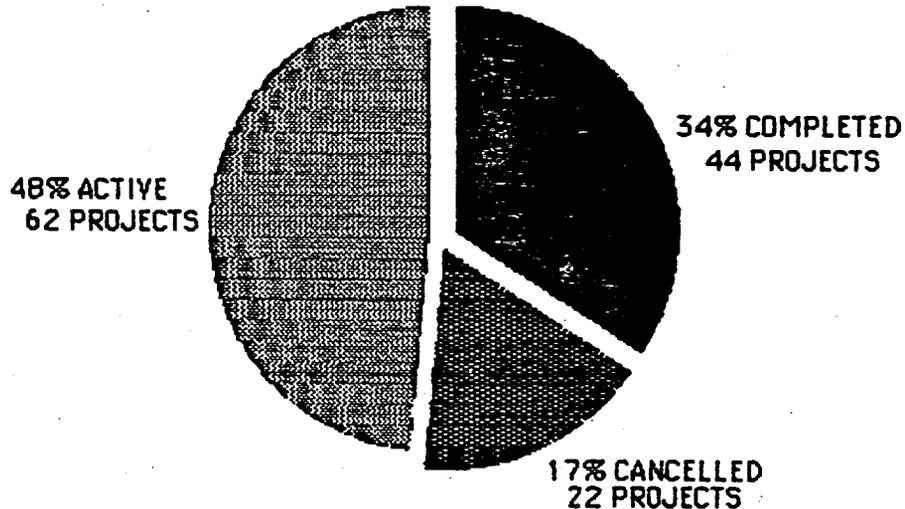
        Key accomplishments to date under the aegis of the
EAMIP include the development and implementation of a
Departmental planning system, development of an Operational
Plan Framework, publication of the first Program Expenditure
Plan (Part III of the Estimates), preparation of an inventory
of EDP systems, and development of a strategic plan for
information management.

Other projects completed include the development of manuals on financial administration and on post property management, reviews of word processing capabilities and of the Program for Export Market Development (PEMD), and development of a Consular Operations Management Information System.

Notwithstanding the achievements which have been realized, progress has been slow in several key projects essential to improved management within External Affairs:

(a) The Department is not yet in a position to account fully for its activities based on the new Operational Plan Framework. It can neither cost programs without expending considerable time and effort, nor predict resource requirements based on information produced by the current financial system. Thus, the Department is unable to track results against plans adequately.

Assessment of the need for a new financial system is still in the early definition stages. Until fundamental decisions are made and adopted, the production of reliable financial information for management decision-making will continue to require substantial effort;

(b) The Auditor General has observed upon, and internal studies have confirmed, inadequate control over fixed assets. The mandate, roles and responsibilities of the Physical Resources Bureau are not universally understood, and need to be developed and promulgated throughout the Department. Systems to manage the Department's property development projects and fixed assets have not yet been implemented;

(c) The information needed to manage a number of personnel processes efficiently is inadequate. A new personnel management information system is in the general design stage, with a preliminary target date of April 1, 1987 for initial implementation; and,

(d)   The Department's approach to information
management is fragmented and not adequately
linked to current corporate priorities. An
Information Resource Management Bureau,
identified as essential, has yet to be
created. Once established, senior management
support is essential to ensure that the Bureau
reaches full operating efficiency without
delay.

4.   EAMIP Replan

Any program of this size and complexity is in a
constant state of evolution. Slippages have occurred in some
projects, the complexity of the task was under-estimated in
others, and management priorities and, hence, expectations
have changed other projects. Although the status of
individual projects has been kept up-to-date, there is a need
for an annual review to re-affirm the program and reprofile
the individual projects.

In preparing for the Department's 1985 Anniversary
Meeting with the Comptroller General, it became obvious that
EAMIP would benefit from a major replanning exercise. The
resultant plan provides a clearer focus for the work to
be accomplished within the 62 remaining active projects.
Details of the replanned projects can be found in the
following pages.

In reviewing and updating individual projects,
care was taken to ensure that observations made about the
Department by outside agencies continued to be addressed. An
audit trail has been maintained so that each project can be
traced. In this way, future queries from Central Agencies
can be acted upon quickly.

5.   EAMIP Directions and Revised Plan

During the 1985/86 and 1986/87 fiscal years, the
EAMIP's first priority will be the Department's basic support
systems. In particular, priority will be given to determining
the need for new financial and personnel management
information systems, and systems in support of physical
resource management. To deliver the foregoing, the creation
of an Information Resource Management Bureau must be given
high priority.

Specific results to be achieved include the following:

(a) Mechanisms will need to be put in place to permit timely reporting of expenditures by planning element. A revised Chart of Accounts (financial coding structure) reflecting the Operational Plan Framework will be developed and implemented. An analysis of Departmental financial information systems needs will be completed;

(b) The role and responsibilities of the Physical Resources Bureau will be affirmed, and installation of systems permitting improved control over the Department's property development projects and fixed assets will be undertaken;

(c) The new personnel management information system is in the general design phase, with detailed functional requirements expected to be documented by February 1986, and implementation to begin on April 1, 1987;

(d) By April 1986, an Information Resource Management Bureau will be established. During 1986/87, the Department's Strategic Plan for Information will be revised; and,

(e) A monitoring system reporting achievements against objectives has been implemented in the International Trade Development planning element. This system will be extended to all planning elements in the Canadian Interests Abroad Program.

Looking somewhat further into the future, EAMIP is proposing to conduct, in cooperation with line managers, "functional reviews" which will document the mandate, roles, responsibilities and functions which should be performed by each major Departmental support organization. If, as a result of these reviews, deficiencies are observed, appropriate EAMIP projects will be developed. One such review has already begun within the Finance and Management Services Bureau, and others have been agreed to by the Physical Resources Bureau and the Personnel Branch. If these reviews prove to be useful, similar studies could be undertaken for all major activities/ sub-activities of the Department.

Staff of the EAMIP Secretariat, in consultation with geographic branches, plan to begin working with posts to identify opportunities for management improvements that can be applied on a pilot basis and implemented subsequently at other posts.

Finally, the Secretariat will be examining outputs from the recently completed Operational Review in an effort to determine how the Review Team's recommendations might best be turned to the Department's advantage. In consultation with line managers, EAMIP staff will identify and develop management improvement projects arising out of those recommendations which Departmental senior management wish to pursue.

6. Corporate Linkages

In replanning the EAMIP, projects were linked to the Department's newly developed Operational Plan Framework. This linkage should give management a clearer understanding of how EAMIP projects support Departmental activities.

The distribution of replanned projects against the Department's planning elements is as follows:

	Number of Active EAMIP Projects	% of Active EAMIP Projects
Foreign Policy Priorities and Coordination		
- Corporate Management	8	12.9
International Trade Development	2	3.2
International Economic, Trade and Aid Policy	7	11.3
Political, Legal and International Security	0	0.0
Social Affairs and Programs	6	9.7
Bilateral Relations and Operations		
- Physical Resources	3	4.8
Passports	0	0.0
Operational Support, Human Resource Planning and Administration		
- Communications and General Services	10	16.1
- Financial Management	9	14.5
- Human Resource Management	17	27.4
TOTAL	62	99.9

7. Management of EAMIP

The EAMIP Secretariat is headed by the Coordinator of the Management Improvement Program, who reports to the Associate Under-Secretary. The Secretariat is responsible for the identification, development, coordination and monitoring of initiatives designed to effect management improvements within the Department, for the provision of assistance to project managers, as required, and for the conduct of selected projects. The EAMIP Secretariat liaises closely with the Office of the Comptroller General. To carry out this work, the Secretariat has a staff complement of six.

Assistant Deputy Ministers are responsible for implementing required improvements in their operations. The EAMIP provides a focal point for such initiatives, and provides support to ADM's in their endeavours. Formal EAMIP progress reporting will be kept to the minimum necessary to ensure adequate monitoring of the Program, thus enabling management to consider only those projects requiring their intervention. Emphasis is placed on direct contact between EAMIP staff and project managers, rather than on extensive documentation. Reporting against individual project plans will be done on a quarterly basis, will include information pertaining to the achievement of milestones, estimated PY and dollar resource utilization, and will recommend corrective action as appropriate.

The EAMIP Secretariat assists senior management of the Department in preparing for their annual meeting with the Comptroller General of Canada by documenting accomplishments, identifying plans for the coming year, assessing benefits realized, and confirming the continued validity of the Program.

Each completed EAMIP project will be validated by a joint Departmental/OCG team. Validation will ensure that project goals have been attained, and that the problem or issue which generated the project has been satisfactorily addressed. The EAMIP Secretariat will liaise with the Office of the Comptroller General on all validation undertakings, and validations will be carried out in accordance with agreed upon procedures.

Corporate Management

(Foreign Policy Priorities and Coordination Planning Element)

The Foreign Policy Priorities and Coordination Planning Element involves the direction of Canada's overall foreign policy, the management of the Department, and the allocation of its resources. Approximately $3.9 million and 34 person-years will be required to carry out the activities of the Corporate Management sub-activity in 1985/86. This accounts for 0.5% of the Canadian Interests Abroad Program expenditures, and 0.75% of the person-years.

The development of a corporate planning and program evaluation infrastructure has been a Departmental priority for some time. Departmental management's desire to improve its planning for resource allocation and its management reporting responds as well to increasingly stringent Central Agency requirements. The Corporate Management planning element is comprised of the following sub-activities:

Departmental Policy: This sub-activity is responsible for examining new policy directions and monitoring existing policies in light of priorities across a wide range of political, economic, trade, aid, defence, social, and other dimensions.

Corporate Management: This sub-activity ensures that resources flow towards identified priority issues and geographical and functional areas of foreign policy emphasis. Recommendations are formulated for Ministers, Deputy Ministers, and the Department's executive committee, concerning resource deployments and redeployments in the light of priorities. This sub-activity has responsibility for the evaluation of program effectiveness and the use of departmental resources, and is the locus for corporate planning and implementation.

Planning and Executive Support: This includes the offices and staff of the Secretary of State for External Affairs and the Ministers for International Trade and External Relations. It also includes the Under-Secretary, the Associate Under-Secretary, the Deputy Minister of Trade, the Ambassador MTN, and the Policy Coordination function. A press office supports this function by acting as the key channel of communications between the Department on the one hand and the media and the public on the other hand.

Protocol: This sub-activity provides to foreign missions in Canada the services required by Canada's international obligations and domestic law. This includes the provision of physical protection and the administration of diplomatic privileges and immunities. Protocol provides the logistic and administrative support for official visits to Canada and the Governor General's visits abroad. In addition, Protocol administers the official Government Guest House at 7 Rideau Gate.

In the past, departmental management, as well as central agencies, have identified a number of deficiencies in the departmental planning process. EAMIP projects included in this planning element are concentrated in the Corporate Mangement sub-activity, deal with both corporate planning and program evaluation, and respond to observed deficiences.

Progress in implementing projects associated with this sub-activity has been noteworthy. A substantial portion of the required improvements are already in place, and will continue to be enhanced with experience.

EAMIP PROJECT CC01

DATE: August 27, 1985

TITLE: Operational Plan Framework (OPF)

PROJECT NUMBER: CC01

STATUS: Active

PRESENT SITUATION:

Creation of a framework for operational planning is an
integral component of the Policy and Expenditure Management
System. Development of the EA OPF began in 1983/84. In
November 1984, Treasury Board approved the External Affairs
program activity structure for use in the Main Estimates on
the agreement that: (i) the OPF shall comprise the Canadian
Interests Abroad Program with eight planning elements, the
World Exhibitions, and the Grains and Oilseeds Programs, each
with one planning element; (ii) the proposed objective
statements and activity decriptions will be used in Part II
of the Estimates; (iii) the Department will submit results
and linkage statements for review by the OPF Review Panel and
that a completed OPF will be received prior to the submission
of the Department's 1985 Spring MYOP; and (iv) the results
and linkage statements will be improved through use in
ongoing program management, with changes and improvements
reflected in the MYOP's, other TB Submissions, and Part III
of the Estimates as appropriate. A redeveloped OPF with
results and linkage statements was accepted by the TBS/OCG
shadow panel. It has been considered by the Department's
senior management and has been submitted to the Review Panel
in September.

OBJECTIVE:

To develop the External Affairs operational plan framework
and gain the required approvals.

BENEFITS:

External Affairs management will be provided with a tool to
aid in program and resource management. The OPF will provide
an agreed means to display EA program information within the
Department and to Treasury Board and Parliament. An OPF will
bring the Department's resource management practices more
into line with the requirements of the Policy and Expenditure
Management System.

RESULTS/OUTPUTS:

An approved operational plan framework.

SUCCESS CRITERIA:

The OPF will have received departmental and TBS/OCG Review Panel approvals.

Note: The existence of an approved OPF will satisfy project validation requirements.

MAJOR STEPS AND TIMING:

Approval by departmental senior management   30/09/85

Approval by Review Panel   30/10/85

Prepare project completion report   30/10/85

THEME:

Corporate Planning

RESOURCES:

Actual Expenditures	1984/85	2.3 PY	$ 96,600
Planned Expenditures	1985/86	0.5 PY	$ 21,000
Total Project Cost		2.8 PY	$117,600

PROJECT MANAGER:

C. Sarrazin
Director
CML

EAMIP PROJECT CC02

DATE: December 6, 1985

TITLE: Departmental Planning System

PROJECT NUMBER: CC02

STATUS: Active

PRESENT SITUATION:

In July 1985, the Under-Secretary issued a description of the revised Departmental Planning Cycle. This was designed to provide more top-down direction at the beginning of the planning process and more feedback at the end. The planning cycle results in the production of an operational plan and decision on Departmental resource allocation. This process is being revised in order to arrive at a more streamlined system.

OBJECTIVE:

To streamline the present Departmental Planning Cycle in order to arrive at a system that will serve Departmental workplan, budgetary allocation, and resource monitoring requirements more effectively.

BENEFITS:

- More systematized budgetary allocations process and automatic personnel utilization reporting.
- Policy formulation, program design, and implementation would be linked more closely to resource allocation.
- A more effective basis for managerial accountability would be achieved, thus enhancing the Department's capacity to anticipate and respond to central agency demands.

RESULTS/OUTPUTS:

- Post and headquarters basic work plans by program (updates to reflect major changes in priorities and objectives).
- Annual posts' and headquarter units budget provisions.
- Annual personnel utilization profiles, to be updated automatically.

SUCCESS CRITERIA:

- A simplified and more automatic system would enable users to understand it more readily.
- Use of planning system as a continual management tool.

SUCCESS CRITERIA (continued)

- Use of planning system as a continual management tool.
- Strategic and operational priorities would be more clearly defined by the use of enhanced dialogue between Heads of Post and Senior Management; operational plans would reflect those priorities.

- Resource allocation and resource management would be more closely tied to program priorities and workplans, especially when decided in conjunction with the proposed program tracking systems.

- Departmental ability to anticipate and respond to central agency needs would be enhanced.

MAJOR STEPS AND TIMING:

Planning for FY 87-88 Exercise	30/04/86
Approval by Management Committee	June/86
Implmenetation of Exercise	Sept./86-Mar/87
Prepare project completion report	June/87

THEME:

Corporate Planning

RESOURCE UTILIZATION:

Actual	1984/85	6.0 PY
Planned	1985/86	6.0 PY
	1986/87	6.0 PY
Total		18.0 PY

PROJECT MANAGERS:
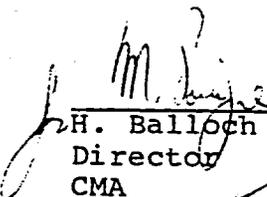
H. Balloch
Director
CMA

C. Sarrazin
Director
CML

EAMIP PROJECT CC04

Date: December 9, 1985

TITLE: Reporting Against Plans

PROJECT NUMBER: CC04

PRESENT SITUATION: Cancelled

Project picked up by CC07 Trade Program Activity Monitoring.
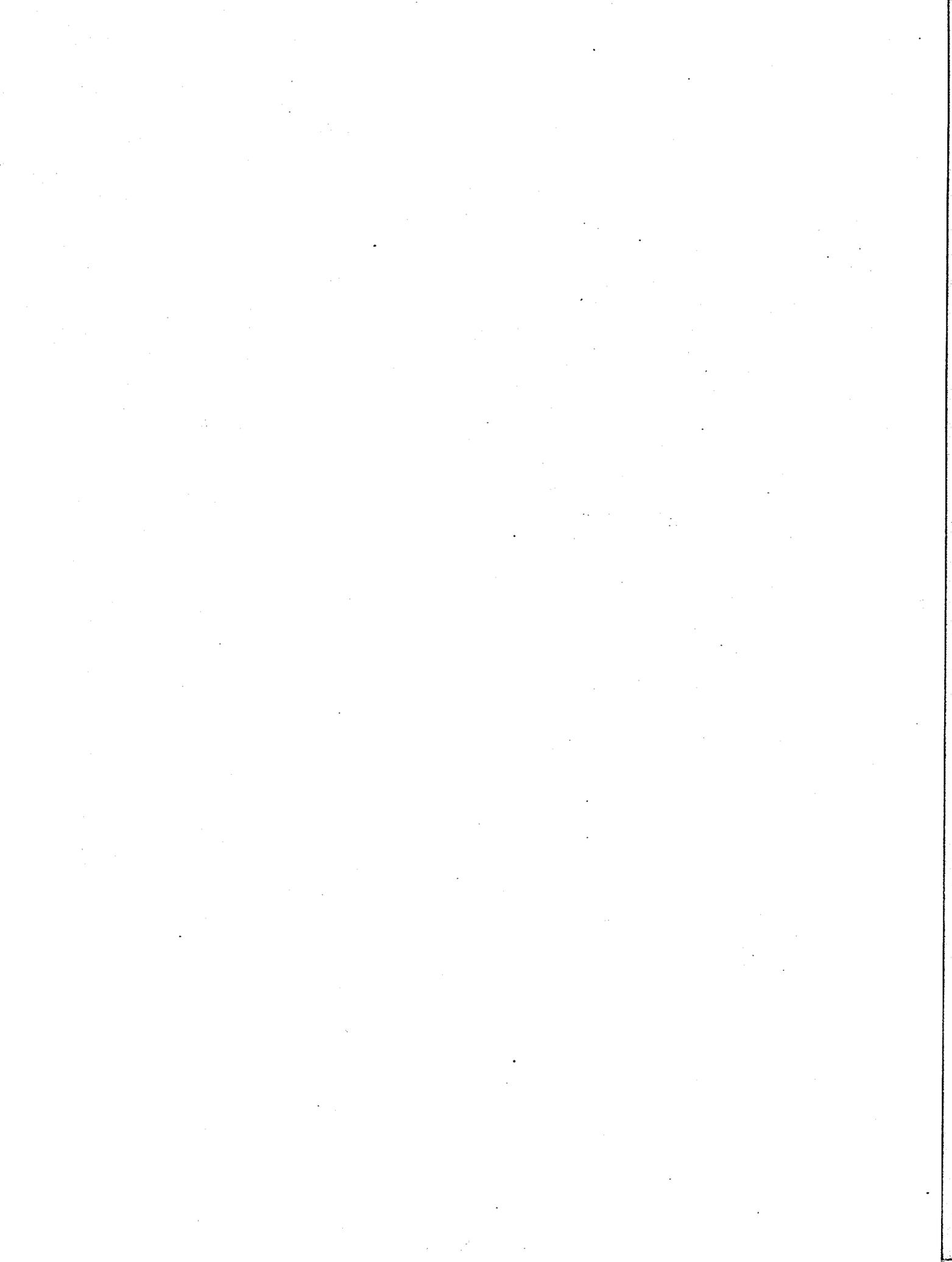
EAMIP PROJECT CC06

DATE: August 16, 1985

TITLE: Evaluation Profiles

PROJECT NUMBER: CC06

STATUS: Active

PRESENT SITUATION:

The Department has developed a long term evaluation plan as
well as annual work plans for 1984/85 and 1985/86.
Development and completion of the profiles, the descriptions
of the program evaluation components, i.e., the groups of
resources, activities and outputs suitable for evaluation, has
been delayed due to departmental reorganization and resource
constraints. The purpose of a profile is to describe what a
program is supposed to do, how it is delivered, and the
resources devoted to it. It provides others in the
Department, in central agencies and elsewhere with an
understanding of what is "evaluable" within the Department.
There is therefore a need to: (a) decide on the program
evaluation component/sub-component structure and (b) complete
the development of program evaluation profiles. Work on these
two tasks will be accelerated when the division, CME, is fully
staffed. The work will be consistent with that in CML on the
Operational Planning Framework and Part III of the Estimates.

OBJECTIVE:

To develop program evaluation profiles responsive to the
needs of management and central agency guidelines.

BENEFITS:

The Department will have an improved basis to establish
priorities, plan, and conduct program evaluation studies.
The Department will be in compliance with central agency
guidelines and will have addressed observations made by the
Comptroller General in his IMPAC survey.

RESULTS/OUTPUTS:

A set of program evaluation profiles for all components/sub-
components in the Department.

SUCCESS CRITERIA:

The evaluation profiles will have received Audit and
Evaluation Committee approval. The evaluation plan and
profiles will be in compliance with Office of the Comptroller
General guidelines.

MAJOR STEPS AND TIMING:

Decide on the evaluation component/sub-component structure	31/03/86
Develop component/sub-component profiles	to be decided
Prepare project completion report	to be decided

THEME:

Program Evaluation

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.33 PY	$13,860
Planned Expenditures	1985/86	0.50 PY	$21,000
	1986/87	to be determined	
Total Project Cost		to be determined	

PROJECT MANAGER:
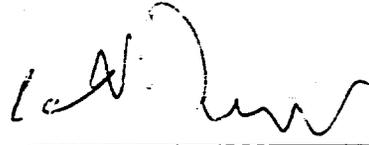
I.N. Dawson
Director
CME

EAMIP PROJECT CC07

DATE: November 19, 1985

TITLE: Program Performance Tracking Systems

PROJECT NUMBER: CC07

STATUS: Active

PRESENT SITUATION:

Program performance information in the Department is still
inadequate. For some of the Department's activities and
programs there is no consistent or systematic monitoring of
indicators relevant to resource levels, e.g., Canadian
interests, program objectives and results, and workload. The
objective of this project is to develop program performance
tracking systems which serve the needs of management at all
levels.

In particular, program tracking systems should be capable of
being linked together into a corporate management information
system. Thus, for each program or activity area, where workload
is a valid measure of resource needs, there should be:

- regular (e.g., quarterly) reporting of total and
  results against planned objectives;
- some record of resource (including staff time)
  allocation against various activities;
- for areas, such as policy, planning, and coordination
  areas, there should be regular reporting of results,
  and of Canadian or departmental interests.

This corporate information base will provide Deputies with
the performance and cost information necessary for resource
allocation, for justifying new resources, and for reporting
departmental performance at a strategic level.

The system for tracking TID program performance has been
implemented. There are other systems in place for
Immigration, Consular, and some Administration programs.
this project would aim to achieve the following objectives:

(a) Adapt existing systems to ensure that they are
     consistent with each other, i.e., they provide
     comparable performance and costing information;

(b) Develop systems for other program areas.

In some cases, such as Political and Economic Relations
activities, the development of indicators of Canadian interests
may be more relevant than indicators of workload per se.

In other cases, consultations wil be required with OGDs (e.g.,
CIDA) to ensure that we do not duplicate their performance
information systems, and to build linkages which feed our system
with program performance information useful to DEA management.

OBJECTIVE:
1. To provide deputies and program managers with regular
   assessments of Canadian interests, program objectives,
   results and workload;
2. To identify resource use and cost for program activities to
   enable deputies to take resource reallocation decisions.

BENEFITS:
1. Program performance information applicable to:
   - decisions on cross-regional resource reallocations;
   - quarterly reviews of program performance (Corporate
     Management Reports);
   - resource justification to central agencies;
   - in-depth resource reviews.

RESULTS/OUTPUTS:
1. Interregional resource reallocations.
2. Corporate Management Report on Program Performance
   (quarterly).
3. Post/Country resource reviews.
4. Resource requests for and/or justification to Cabinet.

SUCCESS CRITERIA:
- Post-program-specific results and activity tracking systems
  with the benefits and results/outputs noted above;
- Quarterly reports for each program reviewed by deputies;
- A reporting against plans system which is tied to the
  departmental planning system. (See Project CC02)

MAJOR STEPS AND TIMING:
Steps:
1. Program-specific consultations with geographic and functional
   bureaux (and OGDs as required);
2. Pilot test of program-specific tracking systems;
3. Implementation of reporting systems at post and
   headquarters.

Timing:
Program performance systems will be developed, tested and
implemented for all post programs beginning now with completion
during fiscal 1986/87.

THEME:

Evaluation and Resource Review.

RESOURCE UTILIZATION:

1984/85	1.0 PY	(CME)
1985/86	1.5 PY	(CME)
1986/87	2.0 PY	(CME)

Total Project Cost   4.5 PY

PROJECT MANAGER:
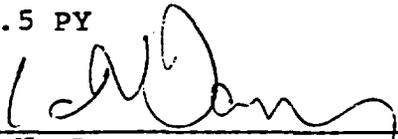
I.N. Dawson
Director, CME

EAMIP PROJECT CC11

DATE: September 17, 1985

TITLE: Project Management Guide and
                         Training

PROJECT NUMBER: CC11

STATUS: Active

PRESENT SITUATION:

A significant portion of the Department's work is of a
project nature and lends itself to a project management
approach. It could be useful to have a more systematic way
of applying project management techniques throughout the
Department. Using the EAMIP as a basis, and certain of its
projects as generic examples, a survey will be undertaken to
identify current project management techniques in use in the
Department, and to determine the need for a Departmental
project management guide and training course. Should such a
need be determined, an appropriate follow-up EAMIP project
will be described and undertaken.

OBJECTIVE:

To determine the need for a Departmental project management
guide and training course that would increase the
Department's ability to plan, manage and control project
related activites.

BENEFITS:

An awareness of current project management techniques in use
in the Department, as well as an informed basis on which to
decide whether or not the development of a Departmental
project management guide and training course would be
beneficial to the Department.

RESULTS/OUTPUTS

A compendium of project management techniques in use in the
Department, and a recommendation on whether or not to proceed
with the development of a Departmental project management
guide and training course.

SUCCESS CRITERIA:

An informed decision will be made on whether or not to
develop a Departmental project management guide and training
course.

MAJOR STEPS AND TIMING:

Completion of survey to identify
project management techniques   15/03/86

Determination of need for follow-up
project   31/03/86

THEME:

Corporate Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.06 PY	$ 3,150
Planned Expenditures	1985/86	20 consult./days	$10,000
Total Project Cost		0.06 PY	$13,150

PROJECT OFFICER:

PROJECT MANAGER:

CCBM

EAMIP PROJECT GB01

DATE: September 13, 1985

TITLE: Branch and Post Management
                           Procedures

PROJECT NUMBER: GB01

STATUS: Active

PRESENT SITUATION:

This project was initiated to provide branch managers with
the systems and resources necessary to carry out their
management responsibilities. A first phase was completed in
December 1984 with the issuance of a document entitled
Current Major Operating Procedures at Headquarters. It is
now intended to follow up on this work and modify the
orientation of the project.

OBJECTIVE:

To clarify the responsibilities of headquarters and posts for
managerial and administrative processes. (The project will
not address responsibility for program policy.)

BENEFITS

The roles, responsibilities, authorities and accountabilities
of managers at posts and headquarters will be delineated
clearly.

RESULTS/OUTPUTS:

A report illustrating the responsibilities and authorities of
headquarters and post managers with respect to managerial and
administrative processes.

SUCCESS CRITERIA:

The report will have been approved by senior management and
issued to departmental managers. Its utility will be
ascertained by sampling managers' reaction to the report.

MAJOR STEPS AND TIMING:

Review and confirm the current matrix of responsibilities	15/02/86
Document gaps in responsibilities	28/02/86
Identify issues for resolution	28/02/86
Complete resolution of issues	15/03/86
Produce report showing allocation of responsibilites and authorities	15/03/86
Obtain approval of report	15/03/86
Issue report	31/03/86
Prepare project completion report	31/03/86

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.75 PY	$ 59,550
Planned Expenditures	1985/86	0.33 PY	$ 23,860
Total Project Cost		1.08 PY	$ 83,410

PROJECT MANAGER:
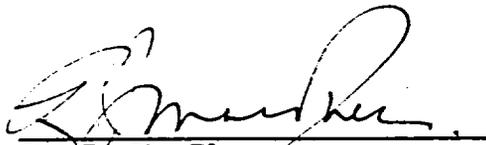
R. J. MacPhee
Coordinator
CCBM

EAMIP PROJECT MM01

DATE: August 20, 1985

TITLE: Development of Long Term Internal
                       Audit Plan

PROJECT NUMBER: MM01

STATUS: Active

PRESENT SITUATION:

The development of a long term internal audit plan is being
undertaken to satisfy departmental management needs and
fulfill central agency requirements. The plan has been
completed and approved by the Audit and Evaluation Committee
and the OCG for all organizational units in the Department
with the exception of Policy Coordination Branch. This
portion is scheduled for completion in January 1986.

OBJECTIVE:

To develop a long term audit plan covering all planning
elements in the Department of External Affairs.

To ensure that the internal audit function is resourced to
enable achievement of the plan.

BENEFITS:

An internal audit plan will serve as a basis for improved
management practices and controls in the Department, satisfy
departmental and central agency requirements, and improve the
capacity to plan, resource and coordinate short and long term
audit activities.

RESULTS/OUTPUTS:

A long term internal audit plan. A fully resourced internal
audit organization.

SUCCESS CRITERIA:

The plan will have been approved by the Audit and Evaluation
Committee. OCG will concur that the plan satisfies their
standards for internal audit. The internal audit
organization will be resourced to deliver the plan.

MAJOR STEPS AND TIMING:

Develop IA plan for Policy Coordination   31/01/86
Branch

Prepare project completion report   31/01/86

THEME:

Internal Audit

RESOURCES:

Actual Expenditures   1984/85 $52,500

Planned Expenditures   1985/86 $60,000

Total Project Cost $112,500

PROJECT MANAGER:
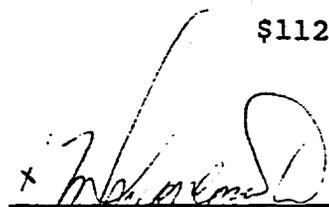
M.J./MacDonald
Director
MMA

PROJECT OFFICER:

T. Norris
MMA

International Trade Development

The objective of this policy planning element is to increase the level of Canadian exports of goods and services.

The International Trade Development Activity accounts for 8.1% of the Canadian Interests Abroad Program expenditures, and 3.3% of the person-years, or, $64 million and 149 person-years.

The International Trade Development Activity sustains and develops markets for Canadian goods and services. This activity is broken down into six bureaux: (1) Export Programs and Services; (2) Defence Programs; (3) Technology and Investment Development; (4) Agriculture, Fish and Food; (5) Grains and Oilseeds; (6) Trade Development Policy, Planning and Liaison; and, a Planning and Executive Support Office.

Export Programs and Services: This sub-activity is responsible for managing federal government programs and initiatives related to export development and promotion. Included is management of the Program for Export Market Development (PEMD) and Promotional Projects Programs (PPP), the major funded trade programs. As well, the Bureau provides focal points for: liaison with EDC on export financing matters; transportation policy and related service to the business community, countertrade and trading houses; capital projects, export information; and management of the Export Trade Information Centre.

Defence Programs: This sub-activity is a specialized industrial and trade group which works to develop Canadian defence products for export to allied and other friendly nations. It works to foster international trade and increased exports of Canadian defence and high technology goods and services by assisting Canadian industry to identify, develop and penetrate export markets.

Technology and Investment Development Bureau: This sub-activity provides the Department with specialized advice relating to the marketing of high technology products, technology acquisition, investment development, and science policy. It is the departmental focal point for: liaison with MOSST and NRC on science and technology matters; liaison with Investment Canada and DRIE on investment promotion; and with DOC on telecommunications products marketing.

Agriculture, Fish and Food: This sub-activity provides the Department with specialized advice on the export potential of business concerns in the agriculture, fish and food sectors. It identifies new markets or marketers in order to retain and expand markets.

Grains and Oilseeds: This sub-activity provides the Department with specialized advice on the export potential for grains and oilseeds. It provides liaison with the office of the Minister of State for the Canadian Wheat Board and with the Special Advisory Group on Grains.

Trade Development Policy, Planning and Liaison: This sub-activity is responsible for the planning, coordination and evaluation of federal government policies, programs and initiatives related to export development and promotion. It is responsible for comprehensive export strategy, and for liaison with the private sector, provincial governments and DRIE on trade development matters.

Planning and Executive Support: This includes the Assistant Deputy Minister and the operation of that office.

The management improvement initiatives developed in response to needs identified within the International Trade Development planning element are proceeding well, and a key project entitled "Export Market Development Plans" has now been completed. No significant barriers are seen to impede progress in this planning element in the coming months.

EAMIP PROJECT TF02

DATE: September 15, 1985

TITLE: Program for Export Market Development
                         (PEMD) - System Improvements

PROJECT NUMBER: TF02

STATUS: Active

PRESENT SITUATION:

PEMD is administered by DEA but delivered by both DRIE and
DEA. Financial and other program delivery data required by
management are thus generated and used by both departments.
The PEMD system started as a centralized system; it did not
allow for data entry capability at the delivery unit level
and reports generated were not timely and contained errors.
A strong linkage was required between the PEMD system and the
financial and corporate systems of DRIE. Following
feasibility studies a new system was designed and implemented
on April 29, 1985 and all design and development was
completed on August 31, 1985.

OBJECTIVE:

Design and implement a system whereby consistent, timely data
will flow from a linkage of the DEA and DRIE systems and have
full capability to enter and capture data at the delivery
unit level.

BENEFITS:

- Data entry capacity at delivery unit level
- Timely reports for use in effectively managing the program
- Complete linkage between DRIE and DEA systems.

RESULTS/OUTPUTS:

- Simple to train
- Simple to operate
- Generates error-free reports
- Costs are controllable

SUCCESS CRITERIA:

- The delivery units are entering and capturing data without
  difficulties.
- Reports generated are timely and acceptable in content and
  form.
- Costs are controllable.

MAJOR STEPS AND TIMING:

	Planned	Actual
- Requirements/user needs	30/09/84	30/09/84
- Evaluation of options	30/09/84	30/09/84
- Specifications	30/11/84	30/11/84
- Design and development	31/03/85	31/03/85
- Implementation/Live Operation	29/04/85	29/04/85
- Post Implementation Review	Nov-Dec/85	

THEME:

Trade Development

RESOURCE UTILIZATION:

Expenditures to date	.5 PY	$ 625,000
Expenditures 85/86	.1 PY	10,000
Total project costs	.6 PY	$ 635,000
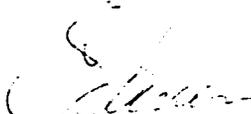
PROJECT OFFICER:
L. Warren
TEP

PROJECT MANAGER:
G. Seropian
TEP

EAMIP PROJECT TF08

DATE: August 21, 1985

TITLE: Promotional Projects Information
                             System (PPIS)

PROJECT NUMBER: TF08

STATUS: Active

PRESENT SITUATION:

PPIS is a mature system which has operated on a host PDP
11/70 computer in the C.D.Howe building since 1978. Notice
was received in the spring of 1984 that the DRIE computer
would cease to be available to External Affairs early in
1985/86. This project was established in three phases to take
over the computer operation using a PDP 11/23 computer
rendered surplus from COSTPRO.

OBJECTIVE:

The intent of the project is:
a)   Phase I — to reactivate the COSTPRO Computer with any
     necessary hardware improvements and transfer the existing
     PPIS operations to that computer, housed in the L.B.
     Pearson Building (C-5 Room 221);

b)   Phase II — to add word processing and spread sheet
     analysis capabilities for list processing and report
     generation; and

c)   Phase III — to establish a dial-up Network with IBM-PCs
     as intelligent terminals in the geographic trades fairs
     and missions divisions, the DRIE sector branches, and
     Regional offices and the Provincial trade offices.

BENEFITS:

The projected cost of providing an equivalent service through
the private sector would be at least $200,000 per year. The
repatriated system using the available computer (valued at
$50,000) will cost an additional $49,000 and yield a $40,000
reduction in operating costs.

RESULTS/OUTPUTS:

The department will gain control of and be able to continue
to use the PPIS for management of the $16.0 million
promotional Projects Program while achieving annual savings
in excess of $10,000.

SUCCESS CRITERIA:

Repatriating PPIS from the DRIE PDP 11/70 to the DRIE PDP 11/23 without interrupting service by mid-1985, within the approved budget.

MAJOR STEPS AND TIMING::

	Planned	Actual
Phase I Conversion		
1.1 Preliminary Feasibility Study	01/05/84	15/05/84
1.2 Detailed Hardware and software specifications	03/12/84	31/01/85
1.3 Hardware and Operating System Delivery	31/01/85	28/03/85
1.4 Installation	28/02/85	31/03/85
1.5 Conversation of Programs	31/03/85	15/08/85
Phase II Word Processing and Analysis Enhancements		
2.1 Specifications of software package	28-02-85	28/02/85
2.2 Software Delivery	31-03-85	31/03/85
2.3 Implementation	30/09/85	
Phase III Dial-up Downloading		
3.1 Program Development	30/11/85	
3.2 Datapac Access	30/12/85	
3.3 Operational Availability	31/01/86	

THEME:

Trade Development.

Resource Utilization:

Expenditures to-date	2.8 PY	$73,000
Expenditures to complete	2.4 PY	$40,000
Total Project Costs	5.2 PY	$113,000

PROJECT MANAGER

Fred Myers
Director
TEM

International Economic, Trade and Aid Policy

The objective of this planning element is to promote an international framework of trade rules responsive to Canadian economic objectives, and to co-ordinate Canada's international economic relations. It seeks to ensure the development of Canada's economic policies, taking into account the constraints and opportunities flowing from the international environment. It is this activity which provides the interface between industry and the international economic world, particularly where other governments or multilateral agencies are involved. It ensures that Canadian policy in these areas is consistent with other aspects of Canadian foreign policy.

The International Economic, Trade and Aid Policy activity accounts for 4% of the Canadian Interests Abroad Program expenditures, and 4% of the person-years, or, $24.5 million and 173 person-years. Its sub-activities are as follows:

Economic Policy: This sub-activity includes the development of advice on international economic issues which affect Canadian interests. It develops and coordinates Canadian positions for economic summits, Canadian participation in the Organization for Economic Cooperation and Development, on questions related to Canada's relations with developing countries, and on the economic dimensions of East-West relations. As well, it provides departmental input into the government policy process relating to international financial and monetary issues, export financing and investment questions.

General Trade Policy: This sub-activity is the focal point within the Government of Canada for the development of trade policy. It is responsible for agricultural and commmodity trade policy and negotiation, management of international commodity agreements, and for Canadian participation in the GATT.

Energy, Transport and Science: This sub-activity includes departmental input into development of foreign policy in energy, environment, nuclear, science and technology, communications, space and transportation. It is specifically responsible for the development of Canada's policy to prevent nuclear proliferation. As well, it is the focal point for Canada's relations with such specialized multilateral organizations as the International Energy Agency, the International Atomic Energy Agency, the United Nations Environment Program, the International Civil Aviation Organization, and for a number of functional activities in the UN and the OECD. It is also the focal point for the management of the interface between these international organizations and the concerned domestic departments.

<u>Special Trade Relations</u>: This sub-activity subsumes the administration of the Export and Import Permits Act, policy recommendations, and special measures of protection on low cost imports of textiles and clothing and other disruptive imports; negotiation of bilateral restraint arrangements and the associated multilateral agreements, e.g., Multi-Fibre Arrangement; administration of import quotas on footwear and agricultural products; policy development and implementation of export controls of goods and technology for national security and economic development related reasons.

<u>Planning and Executive Support</u>: This includes the Assistant Deputy Minister, the Chief Air Negotiator and the operations of their respective offices.

A number of management improvement initiatives have been developed in response to recognized needs within this planning element. Several projects identified and active in this area are concentrated in the General Trade Policy sub-activity, and are concerned with multilateral trade negotiations. The redesign of "Import Permits Processing System" is a key project in the Special Trade Relations sub-activity. During the coming year, efforts will be made to advance projects in support of the International Economic, Trade and Aid Policy planning element.

EAMIP PROJECT EF07

DATE:	September 9, 1985
TITLE:	Redesign of Import Permit Processing System
PROJECT NUMBER:	EF07
STATUS:	Active

PRESENT SITUATION:

The present Import Permit Processing System, developed in 1977, needs to be redesigned to effectively accommodate the increasing demands placed upon it. The current system was designed to issue permits and to control imports. Now this system is being used as an import information system extracting ad hoc reports not included in the original design.

On October 26, 1984 the firm COGNOS submitted two reports entitled, "Specifications for Hardware and System Software for Import Processing System for the Special Trade Relations Bureau" and "Software Selection Study for the Support Permits Processing System for the Special Trade Relations Bureau". A TB Submission was prepared and has been submitted the objective is to have the most effective and efficient computerized system possible to support the activities of STRB.

BENEFITS:

A redesigned system which satisfies the requirements of STRB. In addition, changes in the method of operation may yield considerable dollar savings of ¾ million dollars plus, annually.

RESULTS/OUTPUTS:

An on-line system tested and producing management reports, and import permits in a controlled manner as per the stated design.

SUCCESS CRITERIA:

The Import permit processing system evaluated and tested to the satisfaction of all concerned.

MAJOR STEPS AND TIMING:

	Planned	Actual
1. Feasibility Study	30/06/84	30/06/84
2. Approval of Recommendations	30/06/84	30/06/84
3. TB Submission	30/04/85	30/08/85
4. TB Approval	(unknown)	
5. Prepare tendering approach	(same as date above)	
6. Evaluation RESB to RFB; selection SLCT to CNS/d	2 months later	
7. Staff data entry and programmed	6 months later	
8. Hardware acquisition	March 31, 1986	
9. Site preparation	April 30, 1985	
10. Installation of hardware and application	10.5 months later	
11. Post implementation evaluation	10.5-1 year later	

THEME:

International Economic, Trade and Aid Policy is the planning element/profile EF07 relates to. The administration of the Export Import Permits Act, which is a non-descretionary regulatory function, aimed at assuring that Canada is protected from disruptive imports, directly relates to this project. It is through the redesign of the import Permit Processing System that the Department can deliver this non-descretionary regulatory function in the most effective manner.

RESOURCE UTILIZATION:

Expenditures to date		—	$ 58,500
Expenditures	1985/86	1.0 PY	$ 1,114,000
Expenditures	1986/87	8.0 PY	$ 204,000
Expenditures	1987/88		$ 25,000
Total Expenditures		9.00 PY	$ 1,401,000

PROJECT OFFICER:

J. Rogers
MFSC

PROJECT MANAGER:

G. Simard
ESC

EAMIP PROJECT EF08

DATE: August 23, 1985

TITLE: Improvement of the Administration of
                         the Import Quota Allocation System

PROJECT NUMBER: EF08

STATUS: Active

PRESENT SITUATION:

Basic import quotas are designed to protect Canadian industry
from an undue influx of imports. Supplementary permits are
intended to protect the Canadian consumer from shortages in
given sectors.

The system to allocate import quotas based on historical
performance needs improvement. To ensure greater equity in
dealing with the business community, changes in control
mechanisms and information flow are required. Some companies
in receipt of quota may not be carrying on the same business
and some import permits may not be used. Better feedback
from customers on permit utilization could be affected.
Because quotas acquire value, there may be more equitable
methods for their allocation such as auctioning or phased
roll-over.

The current system, even if presently appropriate, should not
be perpetuated indefinitely. This applies particularly to
quotas on some agricultural products which do not appear
likely to be terminated for decades.

A study on the system could suggest ways of inhibiting abuses
including the use of administrative sanctions such as the
reduction, suspension or cancellation of quota allocations.

Greater transparency in administration would be desirable so
that the business community could have a clearer under-
standing of the rules regarding quota allocation and permit
issuance systems. Experiences of other countries could be
valuable when considering improvements to the Canadian
system.

Two evaluation studies are to be conducted, one on the quota
allocation system and a second on the issue of supplemantary
permits. As soon as ADM approval is received, bids will be
requested to conduct studies.

OBJECTIVE:

To improve the management of import quotas providing greater
equity in allocation, tightening administration to minimize
loopholes, enhancing efficiency, effecting resource savings

increasing transparency, and improving relations with the private sector.

To propose ways of inhibiting abuses of import quotas.

BENEFITS

Improvements in the quota issuance process could enable more efficient use of the computer issuing system and minimize abuses. An ability to transfer unused or improperly used quotas and/or the introduction of an auctioning or a phased roll-over system would provide a more rational and equitable distribution of the economic rent associated with the quotas, some of which could accrue to the Crown. Greater transparency and understanding of the system would impact favourably on the private sector and should reduce the number of enquiries and complaints now received.

RESULT/OUTPUTS:

(a) A revised import quota system consisting of a new set of criteria and methods to allocate quota.

(b) Evaluation studies which will contribute to (a) above, on (i) the quota allocation system and (ii) the issuance of supplementary permits.

SUCCESS CRITERIA:

Ministerial approval will have been received for a revised system to allocate import quotas.

The revised system will be in operation.

MAJOR STEPS AND TIMING:

Evaluation reports prepared on quota allocation and supplementary permit issue	30/12/85
Develop and examine options	30/12/85
Consult other gov't depts. and private sector	30/03/86
Make recomendations to the Minister	30/06/86
Install the revised system	30/09/86
Prepare project completion report	30/09/86

THEME:

International Trade & Aid Policy

RESOURCE UTILIZATION:

Actual expenditures	1984/85	0.21 PY	$ 8,800
Planned expenditures	1985/86	0.50 PY	$ 21,000
	1986/87	0.25 PY	$ 10,500
Total project cost		0.96 PY	$ 40,300

Note: Does not include cost of evaluation studies to be paid
for by CME.

PROJECT OFFICER: _____
B. Wassink
ESF
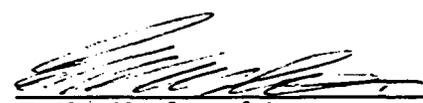
PROJECT MANAGER: _____
E.W. Weybrecht
Director
ESF
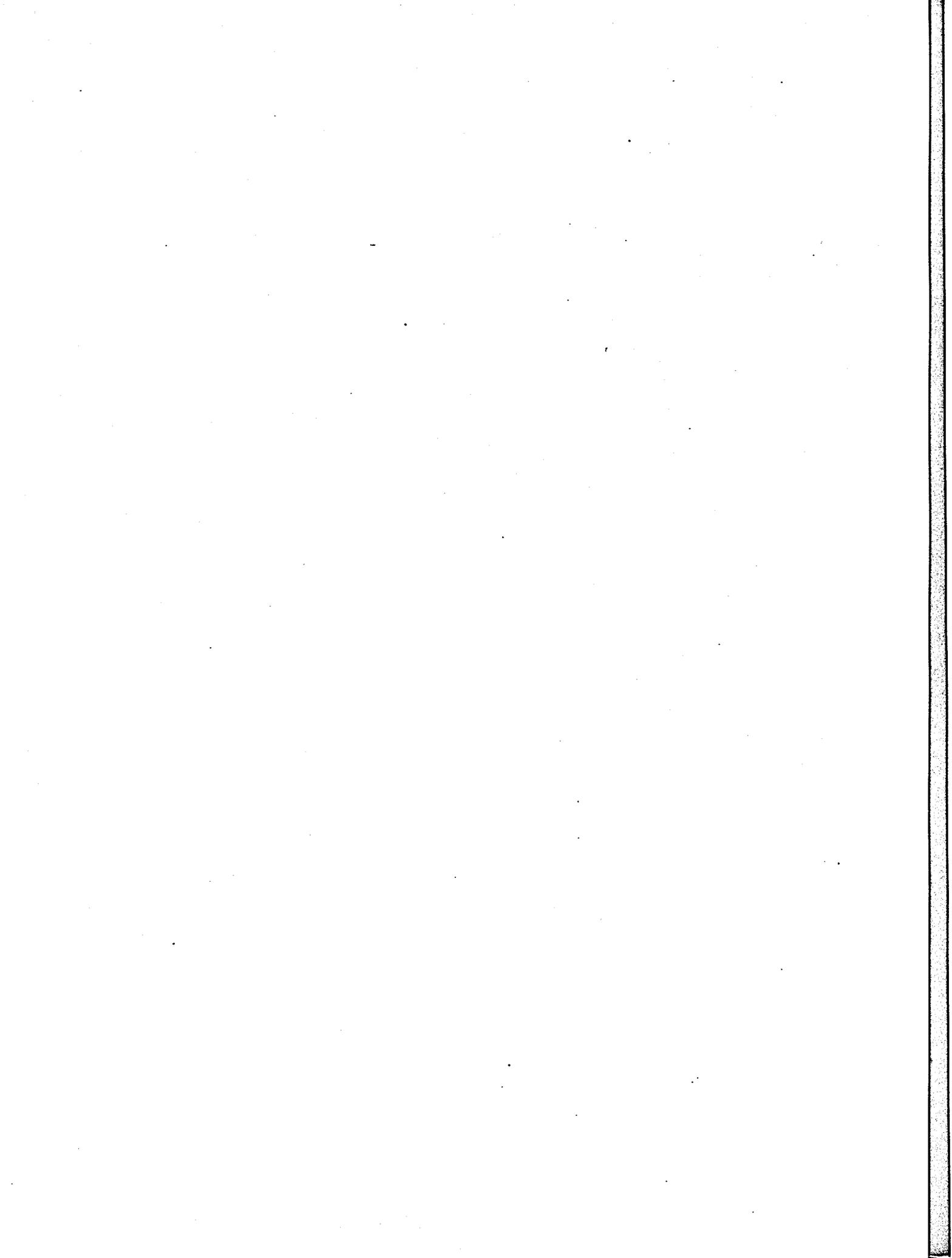
EAMIP PROJECT EF09

DATE:	October 15, 1985
TITLE:	Preparations for Renegotiation of GATT Agreement on Government Procurement
PROJECT NUMBER:	EF09
STATUS:	Active

PRESENT SITUATION:

The GATT Agreement on Government Procurement provided that parties shall enter into further negotiations before the end of 1983 should improve the Agreement and to expand its coverage. It is in Canada's interest to take part in the negotiations because of the potential benefits that will accrue. In February 1983 the Government Procurement Committee agreed to initiate preparatory work for the negotiations. The work programme, in which Canadian officials have participated without prejudice to Canada's eventual position, involved the collection and exchange of statistical information to develop a factual basis for the negotiations. In November 1983 the Government Procurement Committee agreed to open the formal negotiations and established procedures and an indicative timetable. The substantive negotiations were scheduled to begin in February 1984 and continue for several years.

In developing Canada's negotiating position it will be necessary (a) to prepare a detailed assessment of the operations and benefits of the Agreement; (b) to develop specific negotiating objectives through the identification of our export interests; (c) to develop Canadian request and offer lists including, possibly, the Crown corporations and provincial entities; and (d) to address the question of contractual arrangements between the federal and provincial governments in the event that provicial entities are to be covered.

OBJECTIVE:

The objective of this project is to ensure that the Canadian position for and participation in these negotiatins is well prepared and well done.

BENEFITS:

A successful outcome of the negotiations would contribute importantly to opening potential new markets for a range of Canadian products, through the reduction or elimination of restrictive buy-national procurement practices. The size of the potential markets opened could amount to hundreds of billions of dollars.

BENEFITS (continued)

Because the benefits of the new Agreement are only open to those countries that take part in the negotiations, it is to our advantage to participate and thus to promote the attainment of Canadian interests. Otherwise, Canada could be excluded from the potential benefits.

Further benefits will be the increased transparency of the Agreement and better statistical information exchange that will enhance Canada's trade prospects with other GATT contracting parties.

RESULTS/OUTPUTS

An international agreement on the ground rules for Government procurement.

SUCCESS CRITERIA:

A "result" that is favourable to Canada would constitute a successful conclusion to the project.

MAJOR STEPS AND TIMING

To be determined

THEME:

IETAP

RESOURCE UTILIZATION:

1984/85	1.17 PY	$49,140
1985/86		
1986/87		

TOTAL COSTS:

To be determined

PROJECT MANAGER:
                                    T. Bernes
                                    EPG

EAMIP PROJECT EF12

DATE: August 23, 1985

TITLE: Government Participation in
                   International Commodity Agreements

PROJECT NUMBER: EF12

STATUS: Active

PRESENT SITUATION:

As a large importer/consumer of commodities, and since
commodity agreements involve governments of both producing
and consuming countries, Canada has an important role to play
in ensuring that new agreements benefit consuming and
producing countries and that mechanisms to stabilize world
prices in these commodities are realistic, effective and cost
efficient. An international commodity agreement for sugar has
been ratified and Canada is a member of the agreement. DEA
currently is in the process of negotiating cocoa and natural
rubber agreements. Agreements for other commodities will be
established in future.

OBJECTIVE:

To develop a capacity within EA to permit Canadian
participation in international commodity agreement
negotiation and operation.

To negotiate agreements for cocoa and sugar.

BENEFITS:

Assurance of long term supply of given commodities; stable
international commodity prices.

RESULTS/OUTPUTS:

International commodity agreements for cocoa and sugar.

SUCCESS CRITERIA:

The commodity agreements for sugar and cocoa will have been
ratified by member governments.. A decision will have been
made by the Canadian government concerning participation in
the commodity agreement and representation on the commodity
councils and committees.

MAJOR STEPS AND TIMING:

Hold the Cocoa Agreement negotiating session	31/01/86
Obtain Cabinet decision re: Canadian adherence to Cocoa Agreement	30/04/86
Cocoa Agreement ratified	30/06/86
Prepare project completion report	30/07/86

THEME:

International Trade and Aid Policy

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.75 PY	$47,500
Planned Expenditures	1985/86	1.25 PY	$77,500
	1986/87		negligible
Total Project Cost		2.00 PY	$125,000

Notes:

(i) Other agreements are or will be negotiated, e.g., natural rubber, tin. These represent the on-going work of the division and are outside the scope of this project.

(ii) Agreements are valid for a specified duration and must be re-negotiated upon their expiry.

(iii) For the purpose of validation, evidence that the capacity to permit Canadian participation in international commodity agreement negotiation and operation, will be the existence of ratified agreements for sugar and cocoa

(iv) The steps involved in international commodity negotiation include the following:

A. Formulation of the Canadian position for the negotiations. This involves the preparation of a Discussion Paper containing factual and analytical information on the commodity such as:

- World distribution of production, consumption and trade;
- characteristics of the market mechanisms and distribution systems;
- nature of Canada's commercial involvement with the commodity;

- relationship of Canadian private sector with suppliers, customers, and competitors;
- political relationship between Canada and other principle producing and consuming countries;
- Canadian policy objectives for the sector producing/consuming the commodity;
- examination of problems facing international trade in the commodity;
- assessment of the suitability of the present or proposed mechanisms to stabilize world prices;
- financial implications of Canadian participation and an examination of the means of limiting the cost;
- economic and political implications of participation or non-participation in the agreement by Canada.

B. Consultations with other interested Departments and the private sector to obtain their views in relation to points set out in (A) above. This stage will also involve attending several international meetings convened to exchange views on a noncommittal basis between governments on the nature and scope of the new agreement.

C. Obtaining a negotiating mandate from Cabinet. This involves preparing a discussion paper based on (A) above and a Memorandum to Cabinet setting out the following:

- an assessment of the world market situation including any background of inter-governmental cooperation on this commodity;
- description and assessment of elements of the new agreement currently being discussed internationally;
- positions of other major governments to the extent this is known (key posts may be contacted in this regard).
- Canadian interests;
- financial implications;
- federal/provincial considerations, if any;
- industry views;
- north-south considerations;
- communications plan;
- options and recommendations on the key issues involved and on the composition of the Canadian delegation.

D. Processing of the Cabinet Documents. This involves the following:

- interdepartmental clearance at the working level;
- submission to our Minister for approval and signature;
- scheduling and submission to the Committee of Ministers on Economic and Regional Development together with appropriate briefing for our Minister;
- consideration by the full Cabinet.

E. Prepare strategy to implement Cabinet mandate and
    assemble briefing materials for delegation. This
    includes:

    (i)   briefing materials:

          - relevant discussion paper and cabinet document
            containing the delegation's mandate;
          - structure of the Canadian industry involved with
            the commodity;
          - latest market data covering trade and prices;
          - latest assessment of approaches being taken by
            other governments;
          - draft articles of the proposed agreement with
            Canadian views and amendments;
          - redraft of articles or draft of new articles
            which Canadian delegation will submit to the
            negotiating conference.

    (ii) development of Canadian minimum/maximum position on
          key issues in the light of the Cabinet mandate.

    (iii) discussion of the size and composition of the
          Canadian delegation including representatives from
          Canadian companies or associations to act as
          advisors to the delegation; obtaining approval of
          the SSEA of the delegation for onward transmission
          to the United Nations as the delegation's
          credentials.

    (iv) drafting and dispatching telex of instrucitons for
          use by the delegation.

F. Preparation of a Memorandum to Cabinet of instructions
    for use by the delegation.

          - main features of the new agreement (if one is
            reached) or reasons for failure of the
            negotiations;
          - assessment of the implications for Canada, both
            domestically and internationally;
          - views of Canadian industry on the results.

    This step will involve consultations with key industry
    associations;

          - budgetary implications for the government;
          - options and recommendations.

G. Processing of Cabinet Documents

          - repeat of (D) above.

H. Assuming that Cabinet concludes that Canada should join
    the new agreement, implementation procedures must be
    developed. This involves:

    - budgetary process; i.e., preparing a submission to
       Treasury Board seeking to have funds set aside in the
       appropriate expenditure reserves;
    - signing and ratifying the new agreement. This is done
       largely by the Legal Affairs Bureau (JCD).

PROJECT MANAGER:

E.W. Stewart
Director
EPA
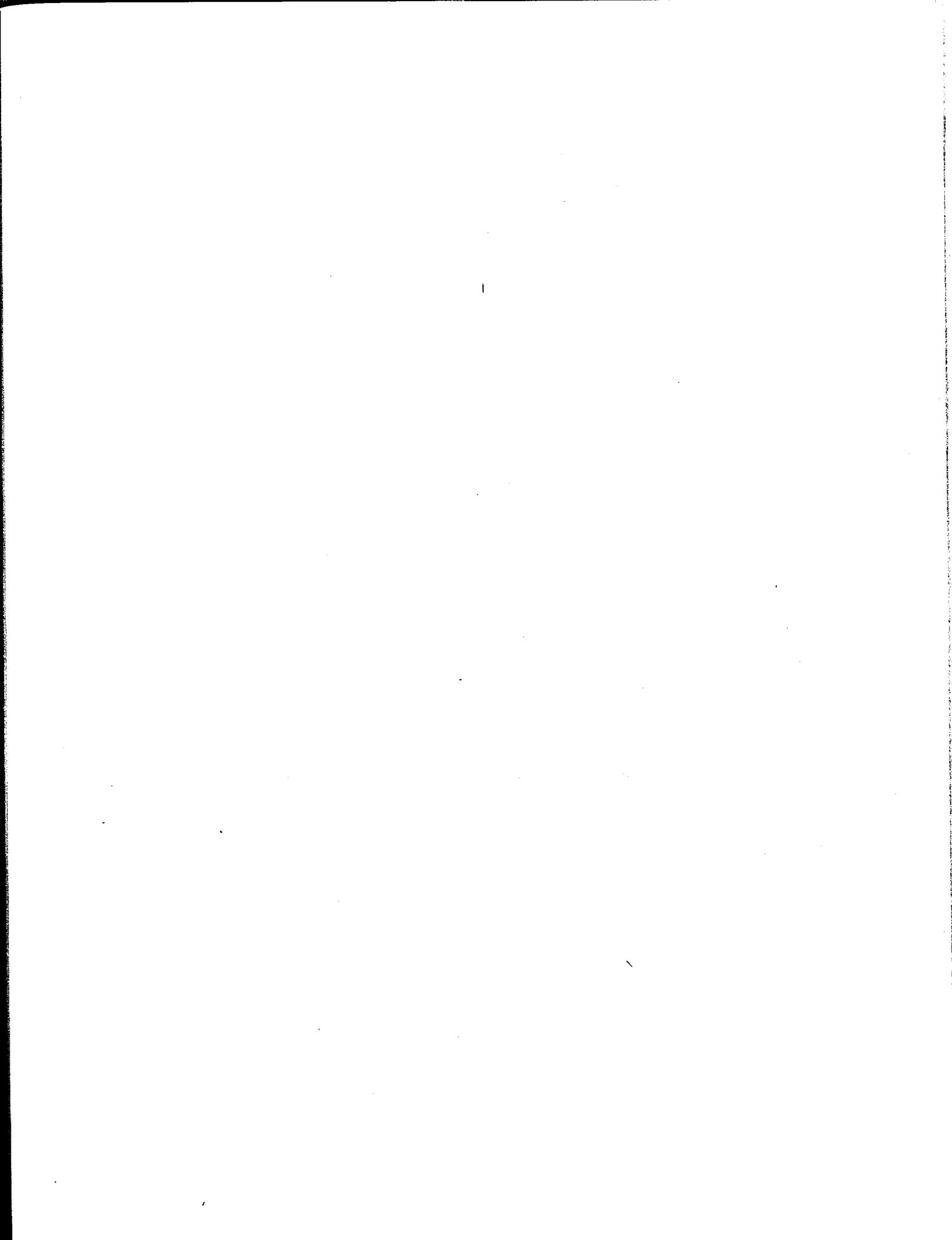
EAMIP PROJECT GB07

DATE: September 13, 1985

TITLE: Asia/Pacific Trade Information

PROJECT NUMBER: GB07

STATUS: Active

PRESENT SITUATION:

In analyzing statistical and other information to plan trade
development activities and in preparing information for
briefing material or for responses to inquiries from the
public, Asia/Pacific Branch has been reliant on printed
material and manual calculation and retrieval methods. In
1984/85 a consultant was retained to review the requirements
of the Branch and prepare recommendations about system
development. Two machines have arrived in the Branch. (The
third machine was diverted to a pressing requirement
elsewhere in the Department and a replacement machine is
expected to arrive shortly.) Two machines are now in partial
operation and employees are developing a rudimentary
familiarity with the basic software. All funding for this
project has come from Branch reserves. The development of
unique software, if required, will be supported by the Branch
and such software, if developed, will be coordinated with
micro computer applications emerging elsewhere in the
Department in order to achieve the greatest possible
compatibility.

OBJECTIVE:

To access data bases possessing relevant material and through
manipulation in micro computers to analyze information
obtained.

BENEFITS:

To increase the capability of the Branch to engage in
analysis of trade information.

RESULTS/OUTPUTS:

Statistical tables, graphs, and accompanying analytic textual
material. Lists of firms, products etc., produced by
electronic sorting or selection.

SUCCESS CRITERIA:

Using micro computers and access to outside data bases, the preparation of trade analysis of sufficient quality to include in documents such as ministerial briefing books.

MAJOR STEPS AND TIMING:

Establish hardware and basic software needs	31/03/85	completed
Acquire hardware and basic software	30/09/85	underway
Determine precise outside databases to be accessed	15/10/85	underway
Install hardware and basic software	15/10/85	partially completed
Acquire specialized software, if required	31/12/85	
Train personnel	28/02/86	underway
Access data and produce analysis/briefing material	30/04/86	
Evaluate project	30/06/86	

RESOURCE UTILIZATION:

Note: All funding has come from Asia/Pacific Branch Reserves.

RESOURCE UTILIZATION (continued):

Expenditures to date (Consultants review of requirements and development of system)	1984/85	$ 9,500
Expenditures to date (Procurement of hardware and basic software)	1985/86	$ 25,000
Projected additional expenditures (Training and development of unique software, if needed)	1985/86	$ 14,500
Total project cost		$ 49,000

PROJECT OFFICER:

J.R. Brocklebank, (PPT)

PROJECT MANAGER:

J.H. Treleaven, Director, (PPT)
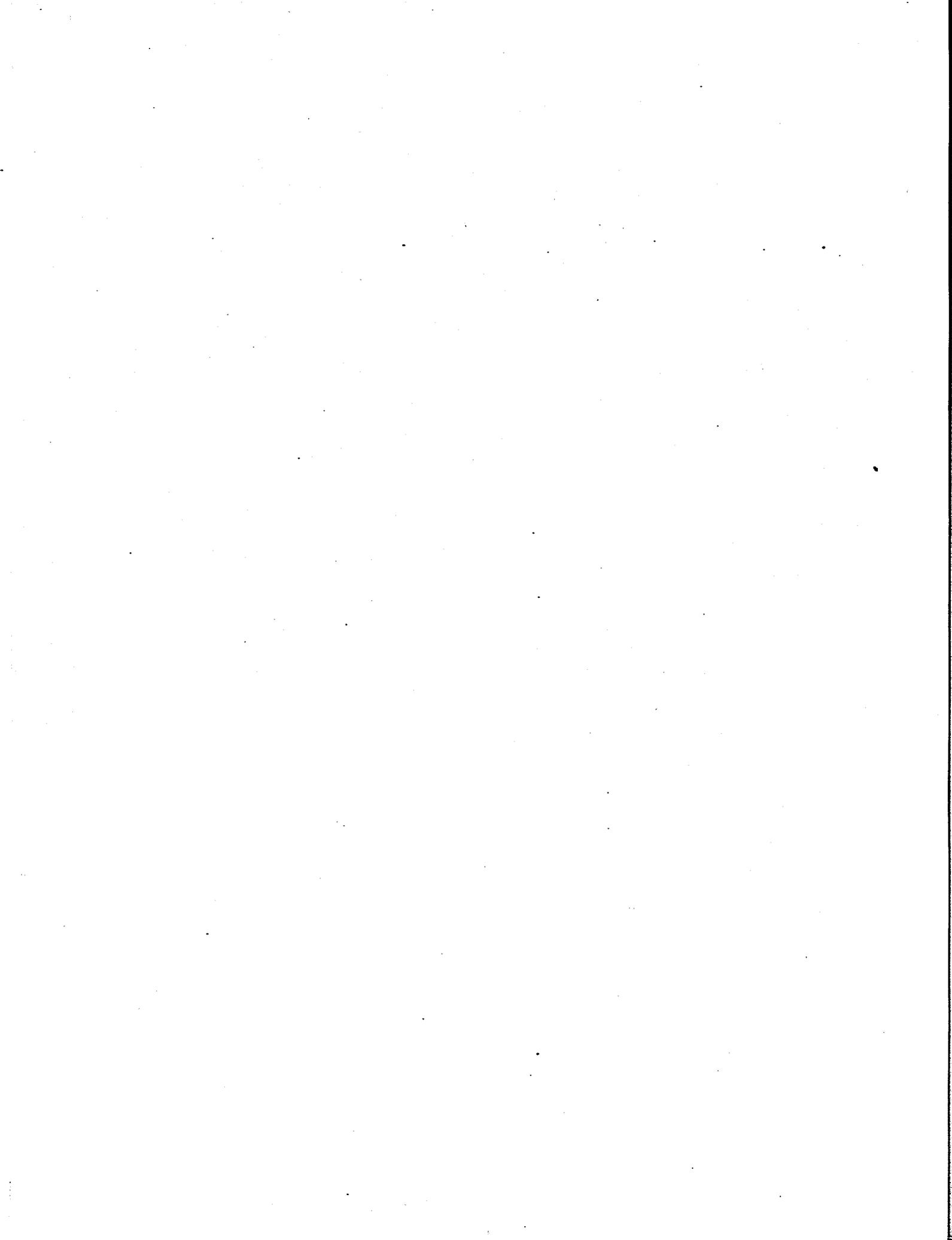
DATE: August 26, 1985

TITLE: Defence Imports Contract System

PROJECT NUMBER: TF04

STATUS: Active

PRESENT SITUATION:

The present system was developed some 7-10 years ago and as such the programming logic, computer language specifications and layout reflect the user requirements of that vintage. The system is inefficient as it provides information that is no longer required and derived from questionable logic. The system is no longer compatible with the defence export contract system, nor with other government systems. Documentation for this system is non-existent, making maintenance very arduous and costly. The project has progressed with consultants from DSS at an estimated cost of $35,000. A general framework has been developed with a potential to be operating and on line in the early part of 1986.

OBJECTIVE:

To ensure that data is available to brief Ministers' officials within this Department and others, and to formulate defence and commercial trade policy. Also, to fulfill Canada's obligation to maintain this data, as stipulated in the Canada/US Defense Development/Defense Production Sharing Arrangement.

BENEFITS:

An improved up-to-date system providing complete documentation and ensuring availability of information, as well as a system that can be maintained in a cost effective manner as required.

RESULTS/OUTPUTS:

An on-line operating EDP system capable of providing the information necessary to fulfill Canada's obligations in this area.

SUCCESS CRITERIA:

An on-line operating system with full support documentation
is brought into operation.

MAJOR STEPS AND TIMING:

1.	Project Initiation	Completed	
2.	Feasibility Study	Completed	30/09/85
3.	General Design		Nov./85
4.	Detailed Design		Nov./85
5.	Programming and testing		
6.	Implementation	Planned	March/85
7.	Post Implementation Evaluation		

RESOURCE UTILIZATION:

Expenditures to date		$ 4,200
Planned Expenditures	1985/86	$45,000
Total Project Cost		$49,700

PROJECT MANAGER:

Pat Fera
Head, Statistics and
  Analysis
TDDR

EAMIP PROJECT TF07

DATE: September 11, 1985

TITLE: Cost Recoverable Technical Assistance
                         Program

PROJECT NUMBER: TF07

STATUS: Pending

PRESENT SITUATION:

In 1979, the Treasury Board approved the establishment of a
cost recoverable Technical Assistance Program in support of
Canadian firms to sell Canadian public sector expertise to
foreign countries. As requested by the Treasury Board when
the program was established, the program was evaluated in
1983. The evaluation recommended that the program be reviewed
and improved. A Treasury Board submission was approved in
September 1984 and a decision on administration was taken at
the end of December 1984. The project has since been held in
abeyance, pending a decision on amalgamation with CIDA's
Industrial Cooperation Program.

OBJECTIVE:

To determine the best means of implementing the Treasury Board
Recommendations. To plan their implementation in the light of
full cost recovery.

BENEFITS:

The program provides support to trade promotion activities
of Canadian private sector projects in foreign countries,
where there is direct government to government agreements. The
program will be evaluated at the end of the 86/87 fiscal year
to identify the benefits to Canada, and to see if the program
has achieved full cost recovery.

SUCCESS CRITERIA:

The result of the 86/87 review will be an indication as to the
success of the project. If the evaluation indicates the
program should continue the project should be considered
successful.

MAJOR STEPS AND TIMING:

	Planned	Actual
Submission to TB approved by MINT	30/06/84	30/06/84
Submission approved by TB	30/09/84	30/09/84
Decision on Admin. Agency	31/12/84	31/05/85
Decision on Resources	31/03/85	

RESOURCE UTILIZATION:

Expenditures to date   .18 PY $7,200
Expenditures remainder   1985/86   (unknown - dependent
                                                        decision re:
                                                        amalgamation with CIDA)

Total Project Costs

PROJECT OFFICER: _____

PROJECT MANAGER: _____

Social Affairs and Programs

The Social Affairs and Programs Branch supports the achievement of Canadian Foreign Policy objectives by increasing the awareness of Canada abroad, coordinating the provinces' involvement in international relations, and giving direction to the Department's cultural, immigration and consular programs.

The Branch develops policies and manages programs related to immigration, humanitarian and social affairs, consular assistance, culture, and public affairs and information. This includes management of issues such as population, the status of women and minorities, Canada's relations with Francophone institutions, and the coordination of international issues related to areas of provincial jurisdiction.

The budget for the Branch (1985-86 Estimates) is about $32 million and 166 PY, which represents about 4% of the Canadian Interests Abroad Program expenditures and person-years. The activity is made up of the following five sub-activities:

Culture, Public Affairs and Information: This sub-activity is responsible for developing policies and programs designed to increase awareness of Canada, its identity, culture and capabilities for the purposes of: supporting global foreign policy and trade objectives; fostering markets for the Canadian cultural industry; and, providing exposure for Canadian artists in key countries. It is responsible for the management of Canada's permanent delegation to UNESCO and for answering domestic requests for information on Canada's role in international affairs. As well, it provides advice and support to the geographic branches which are responsible for implementation of cultural and public affairs programs in their regions.

Immigration and Social Affairs: This sub-activity is responsible for the following:

Under the terms of its March 31, 1981 agreement with the Canada Employment and Immigration Commission (CEIC), the Department of External Affairs has responsibility for the implementation of CEIC policy abroad. It provides the interface with CEIC and ensures that they are kept abreast of international pressures and obligations which may have an influence on its policies, particularly as they relate to human resources and refugees. As well, it is responsible for the coordination of reporting on social issues on behalf of the CEIC and other concerned government departments. It coordinates, with the applicable federal and provincial authorities, positions to be taken by Canada in international fora on such issues as status of women, social development, etc.

Consular Affairs: This sub-activity is responsible for the formulation of consular policy and guidelines and their implementation. It provides posts with instructions and guidance on consular matters in general and on specific problems. In Canada, the Bureau liaises with the relatives and/or friends of distressed Canadians and appropriate authorities, as required, and generally coordinates the assistance provided to these Canadians abroad.

Intergovernmental Affairs: This sub-activity is responsible for consultation and coordination with the provinces on the full range of issues which come under provincial jurisdiction. This includes most of the social issues, as well as a number of concerns in economic and other fields. It is also responsible for the coordination of provincial participation in international meetings and the formulation, coordination and implementation of policies relating to the promotion of the French language through cooperation with French speaking nations and Francophone institutions.

Planning and Executive Support: This sub-activity includes the office of the Assistant Deputy Minister and the operations of that office.

The replanned EAMIP contains six projects supporting this activity. Two of the six are considered particularly significant. The first, "Computer-Assisted Immigration Processing System", has potential for significant productivity enhancement in the processing of applications. The second, "Extention of Cost Recovery in the Consular Program", is attractive given the government's current cash management thrust. The rates charged for consular services have not been revised for several years, and, hence, there is potential for significant revenue generation contribution.

DATE: September 16, 1985

TITLE: Computer-Assisted Immigration
                     Processing System

PROJECT NUMBER: SF04

STATUS: Active

PRESENT SITUATION:

The Department requires a system which will assure the efficient delivery of the Immigration Program abroad and provide the information needed to manage it. Procedures used to process visa applications and collect data to date have been manual and often highly labour intensive. The slow pace of manual data collection means that information available to managers has been seriously out of date and inexact. Management recognizes that excessive dependence upon human resources is a major source of difficulty in meeting the changing demands of the Immigration Program, and that computerization can offer important labour savings in the information-intensive activities which characterize this work. In this regard, a formal feasibility study of potential computer applications to immigration processing operations abroad was completed, and a report submitted to senior management for approval of full systems development and pilot testing. Hong Kong was recommended and selected as the test site, and the pilot project is currently being implemented there for evaluation purposes.

OBJECTIVE:

To assure the efficient delivery of the Immigration Program abroad and provide the information needed to manage it.

BENEFITS:

(a) The feasibility study for this project indicated large potential efficiency gains which should more than offset its costs;

(b) Lower personnel levels will be required to operate the new system;

(c) The Department will increase its ability to respond to shifts and changes within the Program; and

(d) Management will be provided with the accurate and timely information required.

RESULTS/OUTPUTS:

Implementation of efficient and effective processing tools for the Immigration Program in Hong Kong. Immigration data normally submitted to Employment and Immigration Canada will be forwarded by magnetic tape.

SUCCESS CRITERIA:

Operational experience and the evaluation of the Hong Kong pilot project will demonstrate that the anticipated benefits have been realized, and the Department will proceed with plans to implement the system in 15 other missions from 1987-88 through 1991.

MAJOR STEPS AND TIMING:

Preparation of training manual	1/02/86
Installation of equipment at mission	1/03/86
Testing of system	1/03/86
Training of personnel	1/03/86
Implementation of pilot project operation	1/06/86
Audit of pilot project	1/11/86
Preparation of long range EDP Plan	1/12/86

THEME:

Social Affairs

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	1.45 PY	$286,300
Planned Expenditures	1985/86	1.25 PY	$ 67,500
Planned Expenditures	1986/87	0.60 PY	$ 45,080
Total Project Cost		3.30 PY	$398,880

PROJECT OFFICER:
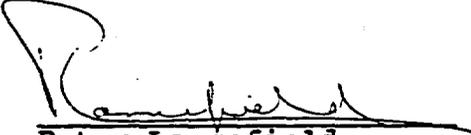
Peter Lancefield
SIME

PROJECT MANAGER:

Cliff Shaw
Director
SIM

EAMIP PROJECT SF05

DATE: September 13, 1985

TITLE: Consular Services Training

PROJECT NUMBER: SF05

STATUS: Active

PRESENT SITUATION:

Many of the personnel going abroad to fulfill the
consular service function have, in the past, been provided
with a limited briefing, while others have received no
training at all. Increasing demand for more complex consular
assistance has created a situation where more and better
preparation of personnel is required to provide the timely,
high quality service which Canadians expect, while limiting
the need to involve headquarters. A one-week course on the
philosophy and techniques of consular work has been designed
for Canada-based personnel and 200 people have attended. It
is intended that all foreign service personnel based in
Canada receive the training. Workshops for locally engaged
staff assisting with consular duties have been developed and
conducted. It remains only to design a course for honorary
consuls to complete this project.

OBJECTIVE:

To develop the capacity to train all personnel who are, or
may be, involved in providing consular services, in order
that they will be able to respond in a timely and accurate
manner to demands from the Canadian public.

BENEFITS:

More service to the Canadian public, a more professional
Departmental image, and a reduction in the cost of
communicating with headquarters on consular matters.

RESULTS/OUTPUTS:

Training course outlines for Canada-based personnel, locally
engaged staff and honorary consuls.

SUCCESS CRITERIA:

The achievement of the project objective will be demonstrated
when training courses for all consular services personnel
have been developed. The quality or effectiveness of this
training will be reflected in a reduced number of cases
referred to headquarters and a reduced number of cases
generating criticism or bad publicity for Canada or the
Department.

MAJOR STEPS AND TIMING:	Planned	Completed
Design and Implement Canada-based Staff course	30/06/84	30/06/84
Design and Implement Locally-engaged Staff course	30/03/85	15/05/85
Design and Implement course Honorary Consul course	31/03/86	

THEME:

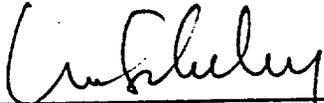Social Affairs and Programs

RESOURCE UTILIZATION:

Actual expenditures	1984/85	1.0 PY	$ 43,000
Planned expenditures	1985/86	TBD	TBD
Total project cost		TBD	TBD

PROJECT MANAGER:

L. de Salaberry

DATE: September 13, 1985

TITLE: Extension of Cost Recovery in the
Consular Program

PROJECT NUMBER: SF07

STATUS: Active

PRESENT SITUATION:

The Department wishes to extend the principle of "user pay" to a number of consular services currently offered free of charge or at less than cost rates. At the same time, there is a requirement to be sensitive to situations where Canadians abroad require extraordinary services through some misfortune or, at least, no fault of their own. Under consideration are instituting fees for off-hours services, raising fees for passports issued abroad to reflect actual cost, and raising fees for other consular services, such as notarizing documents, to an appropriate level.

OBJECTIVE:

To produce a proposal to the Minister recommending changes to the current fee structure for consular services abroad.

BENEFITS:

Increased revenues to partially offset the cost of consular services and a reduction in historic workload, where services could be obtained by the public in Canada before going abroad.

RESULTS/OUTPUTS:

An up-to-date fee schedule with instructions to those responsible for Consular Services abroad on its application.

SUCCESS CRITERIA:

Approval by the Minister for implementation of the proposal.

MAJOR STEPS AND TIMING:	Planned	Completed
Discussion paper to Minister for approval	31/01/86	

THEME:

Social Affairs and Programs

RESOURCE UTILIZATION:

Actual expenditures	1984/85	.1 PY	4,200
Planned expenditures	1985/86	.2 PY	8,400
Total project cost	1985/86	.3 PY	12,600
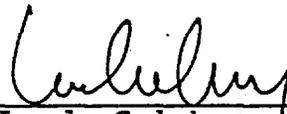
PROJECT MANAGER: L. de Salaberry

EAMIP PROJECT SF08

DATE: September 13, 1985

TITLE: Domestic Information and Communications
                   Strategy

PROJECT NUMBER: SF08

STATUS: Pending

PRESENT SITUATION:

Observations have been made that the Department has no
clearly established goals in relation to informing Canadian
audiences of departmental activities, and that current
approaches are un-coordinated and lack the means of measuring
their impact. By way of response, the Department has produced
a statement of problem areas and specific proposals for
dealing with these which has been sent to the Executive
Committee. Pending a proposed re-organization of the
communication function, the work on the project has been
suspended.

OBJECTIVE:

To improve the Department's ability to communicate with
domestic audiences by: developing a clear set of
communications goals; developing methods of achieving these
goals; measuring the extent to which goals are achieved;
increasing interaction with Departmental decision-makers and
communications specialists; and, rationalizing domestic
communications systems.

BENEFITS:

More effective and efficient domestic communications
resulting in better support for programs and an improved
Departmental image.

RESULTS/OUTPUTS:

A statement of communications objectives and goals, a
standard operating procedure for initiating and disseminating
domestic communications, and a method of measuring the impact
of domestic communications.

SUCCESS CRITERIA:

Approval for implementation of documented communication
objectives, operating procedures, and methods of measuring
the impact of domestic communications.

MAJOR STEPS AND TIMING:

	Planned	Actual
Identification of problem areas	30/06/84	30/06/84
Preparation of detailed proposals	30/09/84	30/09/84
Executive Committee review	30/10/84	30/10/84
Implementation of recommendations	TBD	

THEME:

Social Affairs and Programs

RESOURCE UTILIZATION:

Actual expenditures	1984/85	.4 PY	$ 16,800
Planned expenditures	1985/86	TBD	TBD
Total project cost		TBD	TBD

PROJECT MANAGER: Eric Mikkelborg

EAMIP PROJECT SF10

DATE: October 1, 1985

TITLE: Establishment of a Monitoring/Analysis
                   Capacity and Performance Measurement
                   Goals for Public Diplomacy Activities

PROJECT NUMBER: SF10

STATUS: On hold

PRESENT SITUATION:

The Communications Bureau does not have performance
indicators or the ability to monitor and analyze public and
media trends or information requirements to assist in the
management process, thus contributing to a potential lack of
control of operations. Resources have not been available for
this function and therefore no progress has been made.
Pending a reorganization of the communications function in
the Department, the project plan has been suspended.

OBJECTIVE:

To develop and implement a performance information and public
and media analysis function for the Communications Bureau.

BENEFITS:

Managers will be better equipped to target audiences and
messages, plan and control operations, and measure the impact
or effectiveness of operations.

RESULTS/OUTPUTS:

Implementation of a documented performance information
analysis system.

SUCCESS CRITERIA:

Performance information and public and media analysis will be
included in Bureau plans and results will be reported on a
regular basis against these plans.

MAJOR STEPS AND TIMING:

To be determined.

THEME:

Social Affairs and Programs

RESOURCE UTILIZATION:

To be determined.

PROJECT MANAGER:

E. Mikkelborg

EAMIP PROJECT SF16

DATE: September 13, 1985

TITLE: Review of International Cultural Relations Policy

PROJECT NUMBER: SF16

STATUS: Active

PRESENT SITUATION:

The Departments of External Affairs and Communications are engaged in a process of producing a Cabinet Memorandum recommending a long-term federal strategy for international cultural relations. Initial consultation with interest groups has been completed and a draft memorandum is currently being discussed by the two Departments.

OBJECTIVE:

To state foreign policy objectives with respect to cultural relations and to promote a broader understanding of the process and substance of cultural diplomacy throughout the Department. To examine the size and scope of the existing cultural programs.

BENEFITS:

An improved capacity to carry out the Department's mandate of conducting international cultural relations.

RESULTS/OUTPUTS:

A Cabinet memorandum for approval of Ministers to be submitted jointly by the Ministers of External Affairs and Communications.

SUCCESS CRITERIA:

Approval of the Memorandum by Cabinet.

MAJOR STEPS AND TIMING:	Planned	Actual
Research	30/06/84	30/06/84
Draft report	30/09/84	31/10/84
Memo to Cabinet	31/03/85	

THEME:

Social Affairs and Programs

RESOURCE UTILIZATION:

Actual expenditures 1984/85	2.0 PY	$ 15,000
Planned expenditures 1985/86	1.0 PY	–
Total project cost	3.0 PY	$ 15,000

PROJECT MANAGER:
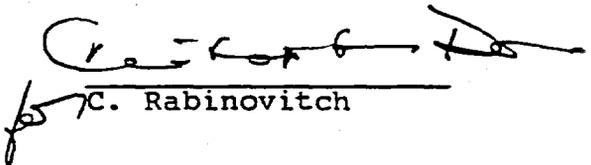
C. Rabinovitch

Physical Resources

(Bilateral Relations and
### Operations Planning Element)

The Physical Resources Bureau is a significant component of the Department's corporate management infrastructure. It involves the design, construction, leasing, purchase, maintenance, furnishing and disposal of chanceries, residences, and staff quarters for all Canadian Government departments and agencies represented abroad.

Approximately $58.8 million and 141 person-years are consumed by this activity, representing about 8% of the Canadian Interests Abroad Program expenditures, and 3% of the person-years. Functions of the Bureau include:

- identifying and planning for real property, materiel and equipment needs;

- providing appropriate and economical office, official residence and staff accommodation through:

  - purchase;
  - construction;
  - lease;

- providing and ensuring the timely delivery of materiel and equipment for this accommodation, and in support of operations generally;

- maintaining and managing the Government's movable and real property;

- providing a compassionate, businesslike accommodation service for government employees abroad;

- providing direct service and support to posts in the management of their physical assets;

- disposing of surplus materiel and real property as appropriate; and,

- providing advisory services to posts abroad.

A number of initiatives have been undertaken to identify and address areas of lesser strength in the management and delivery of the Physical Resources Bureau's functions. Many of the projects developed have been completed. The following key thrusts will continue in the coming months:

- the development of a complete project management and delivery system; and,

- the development of an automated procurement control system.
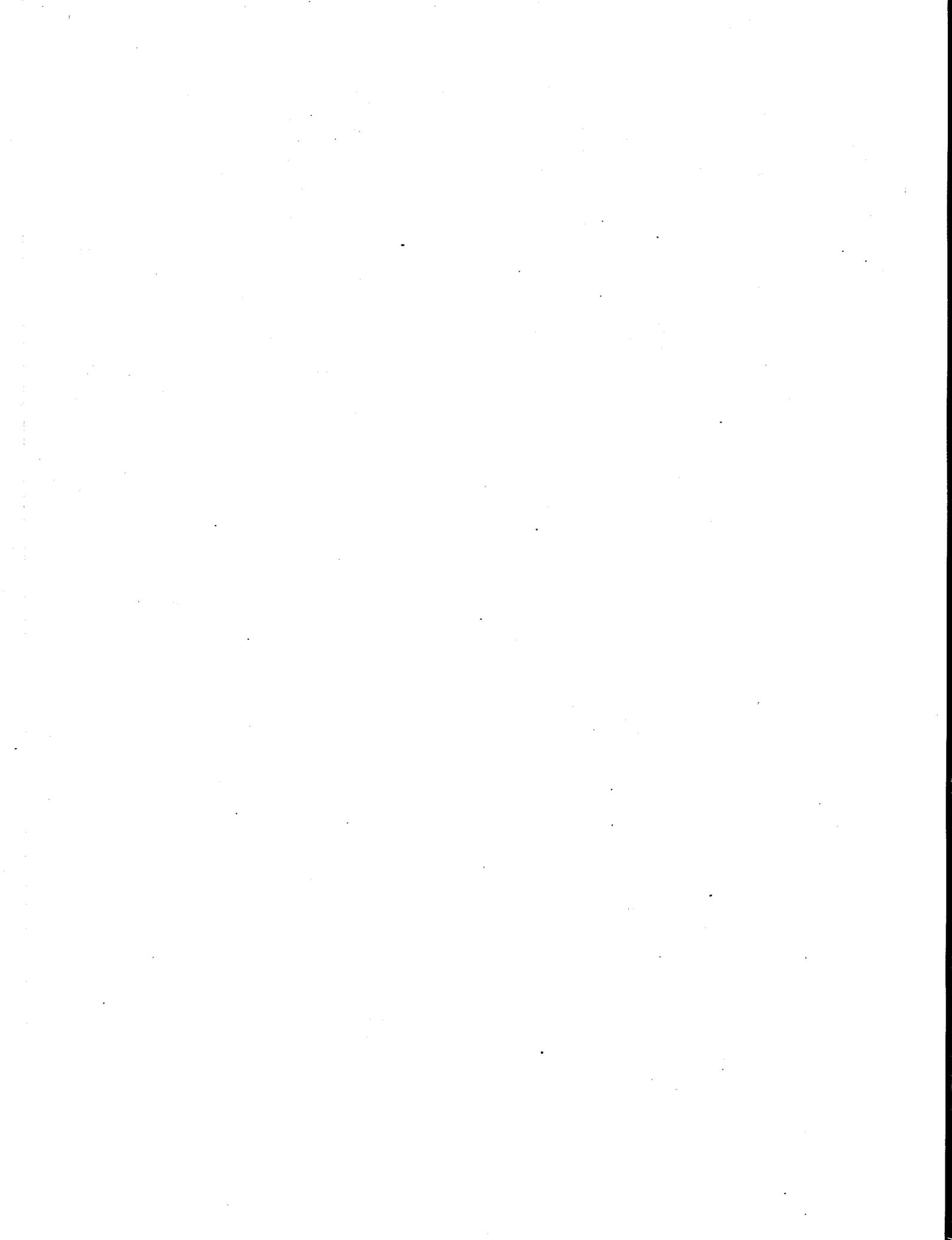
EAMIP PROJECT MR01

DATE: August 23, 1985

TITLE: Physical Resources Roles and
                  Responsibilities

PROJECT NUMBER: MR01

STATUS: On Hold (Key)

PRESENT SITUATION

The Auditor General's Report of 1982, Office of the
Comptroller General's Impact Survey, the Thorne Stevens &
Kellog Report, plus internal departmental perceptions
indicate a less than consistent understanding of the roles
and responsibilities of MRD.

This project involves the development of a clear
understanding of the role of the Physical Resources Bureau by
determining its responsibilities, for both Real Property
Management and Material Property Management. As some
functions attributed to a model property management
organization remain outside the current mandates of the
bureau, a complete list of detailed activities must be
developed and responsibilities agreed to and assigned, as
deemed appropriate.

OBJECTIVE

To achieve Departmental approval of precise definition and
assignment of physical resource responsibilities, both real
property and materiel. These will be defined by activity and
functional organization, located both at headquarters and
posts.

BENEFITS:

Achieving an appropriate assignment of responsibility,
increased accountability and better overall management at
physical resources. Simplification of dealings between posts
and headquarters by clearly outlining the lines of
responsibility and accountability.

RESULTS/OUTPUTS:

Production of a paper, approval by A&E Committee on the roles
responsibility and accountability of MRC and MRD.

SUCCESS CRITERIA

Approval by the A&E Committee.

MAJOR STEPS AND TIMING:

1. Consultations.
2. Outline of sub-activities both Real Property and Material.
3. Management and the assignment of responsibility for each.
4. Preparation of draft role paper.
5. Submission of role paper to A&E Committee.
6. Approval of paper by A&R Committee.
7. Completion Report.

RESOURCE UTILIZATION:

Expenditures to date	.40 PY	$ 15,000
Planned expenditures 85/86	.10 PY	$ 4,200
Total Project Cost	.50 PY	$ 19,200

PROJECT MANAGER:

W. Graham

EAMIP PROJECT MR02

DATE: September 11, 1985

TITLE: Project Management and Delivery System
                   (formerly Master Planning Delivery System)

PROJECT NUMBER: MR02

STATUS: Active

PRESENT SITUATION:

This project was developed in part, as a response to
observations made by the Auditor General and Office of the
Comptroller General, plus internal observations. A project
management system was conceived by a seconded individual and
the original EAMIP project description was composed based on
his proposed system, called 6.4.

After further review, 6.4 was determined to be too complex,
resource heavy and cumbersome, to function within the current
climate of restraint. There was some initial work done on a
format for a feasibility study, but without an overview for the
entire project. The Bureau's objective for this project has
remained the same: to develop a system of project planning and
delivery, for the development of facilities to meet the needs
of all its users, including those at posts as well as at
Headquarters.

OBJECTIVE:

To produce a comprehensive, standardized project management
system for the planning, development and implmenetation of
accommodation facilities abroad.

BENEFITS:

The department will be better able to manage its acquisition
(buy, build, lease or renovate) and administration of
facilities using a comprehensive project planning and
management system, as well as respond to criticism of the
Bureau and consequently the Department.

RESULTS/OUTPUTS:

A complete project management system documented and clearly
understandable.

SUCCESS/CRITERIA:

A documented project management system, approved by MCB,
generating successfully in the Department.

MAJOR STEPS AND TIMING:

Completion of a definition of project requirements.

Develop Project Activity Schedule.

Develop milestones - to the completion of the project.

RESOURCE UTILIZATION:

Expenditures to date	1984/85	.20 PY	$	8,400
Expenditures	1985/86			
Expenditures	1986/87			

Total Project Costs

* Note: Dates and Expenditures have yet to be determined.

PROJECT OFFICER: _____

                                    J. Cliffe-Phillips

PROJECT MANAGER: _WR Graham_____

                                    W. Graham

EAMIP PROJECT MR07

DATE: September 17, 1985

TITLE: Procurement Control Systems and
                   Automation

PROJECT NUMBER: MR07

STATUS: Active

PRESENT SITUATION:

The increased volume of procurement and shipments to posts
abroad have resulted from the consolidation of programs in
the Department. MRD is concerned that the existing control
systems within the Procurement and Traffic operations section
are not adequate to handle the additional transactions.
Management of both MRC and MRM are interested in the
potential of office automation equipment to assist the
section in increasing its productivity to meet the rising
demand for service. The project was broken down into three
phases: A, B and C. Phases A and B are now complete with
phase C under way.

OBJECTIVE:

This project has three objectives:

(a) to evaluate and, if required, to recommend improvements
     to the control mechanisms regulating the department's
     furnishing inventory for posts;

(b) to assess and, if required, to recommend improved
     commitment procedures regulating the department's
     furnishing inventory for posts; and

(c) investigate and make recommendations vis-à-vis the use
     of automated systems for the functions.

BENEFITS:

The major benefit from the project is the more timely
materiel procurement services for headquarters and posts
abroad, plus the satisfaction of observations made by the
Office of the Comptroller General, Public Accounts Committee
and internal studies.

RESULTS/OUTPUTS:

A project master-plan for a procurement control system
approved and automated.

SUCCESS CRITERIA:

The system should be designed and implemented and operating
to the satisfaction of MRD.

MAJOR STEPS AND TIMING:

	Planned	Actual
Phase A	30/03/84	30/03/84
Phase B	30/09/84	30/09/94
Phase C	-	-
Information gathering	09/08/85	09/08/85
Documentation requirements and procedures	30/08/85	30/08/85
Review with Bureau	27/09/85	-
Prepare report	04/10/85	-
Assist in implementation of recommendations	08/11/85	-
Present to management	15/11/85	-
Approval by management	30/11/85	-
Implementation	to be determined	

RESOURCE UTILIZATION:

Expenditures to date		.24 PY	$63,100
Expenditures	1985/86	.15 PY	$13,200

Total Project Expenditures   (Implementation costs unknown)

PROJECT MANAGER:

Communications and General Services

(Operational Support, Human Resource Planning and Administration Planning Element)

Communications and General Services is part of the Administration Branch. This sub-activity accounts for $37.9 million and 448 person-years, representing about 5% of the Canadian Interests Abroad Program expenditures, and 10% of the person-years. One of the major responsibilities carried out is the provision of a global communications network, (secure and unclassified telecommunications, courier and mail services) for all departments and agencies dealing with international issues, which uses approximately $22 million. Also included are the management of records and record systems for the Department as a whole, library services and headquarters word-processing facilities. Management of headquarters' accommodation and facilities are also part of this sub-activity.

The majority of the EAMIP projects included under this sub-activity deal with the provision of administrative support at headquarters and abroad, and focus on increasing productivity through technology.

A major initiative which will involve the Communications component of this sub-activity will be the introduction of a secure office automation program.

EAMIP PROJECT GB04

DATE: September 10, 1985

TITLE: Pilot Project on Substantive
                         Information Management

PROJECT NUMBER: GB04

STATUS: Active

PRESENT SITUATION:

Information systems in EA serve operational management
purposes and do not necessarily address the needs of senior
management. This project is intended to identify foreign
service officers' and managers' information requirements and
the extent to which they can be met by pilot testing they
introduction of computers in one branch. By utilizing a small
computer system it is hoped that information needs can be
determined, the limitations of technology ascertained, and
systems designed to satisfy needs.

A network consisting of seven GRID micro computers, a disc
file server, two printers has been introduced to the General
Relations Division of the United States Branch to pilot test
the utility of computers. The network is operational and a
draft evalution report has been produced. A final evaluation
report will be prepared by officers in the Division.

OBJECTIVE:

To determine if computers and access to public data bases
would facilitate the work of foreign service officers; to
determine those systems that would be useful to senior
management; to set out financial spread sheets for the
Branch.

BENEFITS:

A computer network will lead to more efficient and timely
processing of paper, faster response to requests for
information and replies to letters. It will save foreign
service officer time by reducing the effort required to review
draft material and produce final copy. The micro computers
will facilitate desk officer access to public data bases.

RESULTS/OUTPUTS

An operational GRID computer network in the General Relations
Division, United States Branch; pilot project evaluation
reports.

SUCCESS CRITERIA:

The computer network will be operational; user needs will be
satisfied as confirmed by a representative sample; evaluation
reports will have been prepared.

MAJOR STEPS AND TIMING:

Assess data base	completed
Determine requirements	completed
Obtain MIS/EDP committee approval	completed
Install hardware	completed
Prepare first evaluation report	30/09/85
Prepare final evaluation report	30/09/85
Prepare project completion report	31/12/85

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.20 PY	$132,500
Planned Expenditures	1985/86	0.10 PY	$ 32,500
Total Project Cost		0.30 PY	$165,000

PROJECT MANAGER
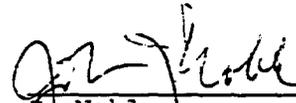
J. Noble
Director
URR

EAMIP PROJECT GB05

DATE: September 10, 1985

TITLE: Use of Communications Satellites for
                         Public Affairs Program at USA Posts

PROJECT NUMBER: GB05

STATUS: Active

PRESENT SITUATION:

A Television Receive Only (TVRO) earth station has been
installed at the embassy in Washington to provide direct and
immediate access to Canadian television programming. This
has enhanced the Embassy's capability to keep abreast of
current issues in Canada and has provided key American
audiences with first hand access to Canadian news.
Installation of TVRO has not presented any problems in
Washington where the embassy is owned by the Canadian
government. Difficulties have been encountered at consulates
where landlords are unwilling to permit installation
equipment. The feasibility of alternative solutions to
enable direct and immediate access to Canadian television
programming is being examined.

OBJECTIVE:

To provide consulates in the USA with direct and immediate
access to Canadian television programming.

BENEFITS:

A significantly enhanced capability at posts in the
United States to keep American media ad other opinion-
formers abreast of current public policy developments in
Canada; direct support for the marketing of Canadian
television programming and communication technology.

Installation of TVRO in Washington is expected to save about
$40,000 per year in rentals, services, and headquarters
support.

RESULTS/OUTPUTS:

A TVRO earth station at the embassy in Washington; system(s)
providing direct and immediate access to Canadian television
programming at consulates in the USA.

SUCCESS CRITERIA:

The TVRO earth station at the embassy in Washington will be operational; Consultates in the USA will possess direct and immediate access to Canadian television programming.

MAJOR STEPS AND TIMING:

Receive proposals for Washington	complete
Prepare firm cost estimates	complete
Install TVRO at the embassy	complete
Complete feasibility study of alternative solutions for NYC, CHGO, SFRISCO	Dec.31/85

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.20 PY	$ 25,480
Planned Expenditures	1985/86	to be determined	
Total Project Cost		to be determined	

PROJECT OFFICER:

D. S. Foreman

D. Foreman
UGP

PROJECT MANAGER:

W.J.M Staalduinen

W.J. Van Staalduinen
Director
UGP

EAMIP PROJECT MF09

DATE: August 27, 1985

TITLE: Office Automation in
                         External Affairs

PROJECT NUMBER: MF09

STATUS: Active

PRESENT SITUATION:

Over the past few years, EA has installed various automation
tools to enhance the efficiency and effectiveness of various
administrative operations. Technological developments have
reduced the cost and risk of expanding the use of automation
and applying it to foreign service officers. There is a
demand for automation within the officer population,
particularly at posts. A pilot project utilizing the MITEL
KONTACT system has been underway for a year at the New York
Consulate General and at headquarters. Utilization of office
automation at the desk officer and senior management levels
has been tested and results formally evaluated. Test results
are positive. There are now 38 work stations at the New York
consulate and 40 at headquarters.

OBJECTIVE:

To determine the cost beneficial level and type of automated
support to provide to officers in EA.

BENEFITS:

Desk officer productivity will be enhanced, although
difficult to quantify. The Department will have criteria to
aid in deciding what equipment should be provided to whom for
what purpose.

RESULTS/OUTPUTS:

A final evaluation report identifying cost/benefit ratio and
user requirements.

SUCCESS CRITERIA:

Project results will have been evaluated and documented.

The requirements of foreign service officers for automated
support as well as the costs and benefits associated with its
provision will be documented.

A plan to provide automated support on a broad scale to
foreign service officers will be documented.

MAJOR STEPS AND TIMING:

|	
Produce 2nd interim monitoring report on New York Consulate	completed
Produce technology introduction report for headquarters	completed
Produce 1st interim monitoring report for headquarters	completed
Produce 3rd interim monitoring report for New York Consulate	30/09/85
Produce 2nd interim monitoring report for headquarters	30/09/85
Produce 4th interim monitoring report for New York Consulate	31/12/85
Produce 3rd interim monitoring report for headquarters	31/12/85
Produce final report	30/07/86
Prepare project completion report	30/07/86

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	2.0 p/y	$257,000
Planned Expenditures	1985/86	2.0 p/y	534,000
	1986/87	1.0 p/y	42,000
		5.0 p/y	$833,000

Total Project Cost

PROJECT MANAGER:
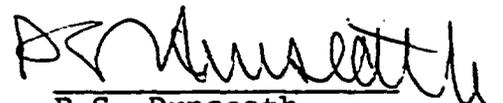
P.S. Dunseath
Director
MFS

EAMIP PROJECT MF10

DATE: August 28, 1985

TITLE: General Purpose Computer
                         for Headquarters

PROJECT NUMBER: MF10

STATUS: Active

PRESENT SITUATION:

The Department acquired a DEC-20 computer to process the
information storage and retrieval system (IS&R).
It was decided subsequently to employ the same machine to run
the financial management system, personnel system, physical
resources data base, and a number of smaller applications.
This has lead to a number of problems. The inter-mix of
administrative programs with the potentially sensitive data
of the IS&R is considered to be unacceptable by the RCMP
Security and Evaluation Team. Continued growth and
implementaion of additional systems will degrade computer
responsiveness. Security considerations and the limited
capacity to expand the DEC-20 inhibit extensive deployment of
terminals to end-users. A separate general purpose computer
is needed to host administrative systems and back-up the IS&R
system. Departmental approval to acquire a general purpose
computer has been received. Completion of requirements
analysis is dependent upon the finalization of FMS and PERNET
specifications.

OBJECTIVE:

To acquire and install a general purpose computer facility in
support of EDP applications at headquarters.

BENEFITS:

Corporate mangement will have greater access to corporate
data. Equipment will be available to enable increased
automation of departmental processes. On-site back-up for the
DEC-20 will be available.

RESULTS/OUTPUTS

An operational general purpose computer at headquarters.

SUCCESS CRITERIA:

The general purpose computer will be installed and operational.

MAJOR STEPS AND TIMING:

|	
Approval in principle by departmental management	completed
Complete requirements analysis	30/10/85
Complete general design	15/11/85
Approval by Treasury Board	15/12/85
Award contract	30/12/85
Install the computer	31/03/86
Prepare project completion report	31/03/86

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.4 p/y	$ 16,800
Planned Expenditures	1985/86	3.0 p/y	$956,000
Total Project Cost		3.4 p/y	$972,800

PROJECT MANAGER:
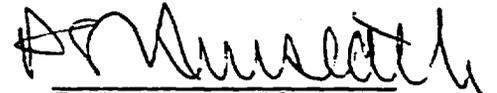
P.S. Dunseath
Director
MFS

EAMIP PROJECT MF11

DATE: August 28, 1985

TITLE: EDP Support at Posts

PROJECT NUMBER: MF11

STATUS: Active

PRESENT SITUATION:

Prior to consolidation with Immigration and Trade, little of
EA's work abroad with the exception of the financial
function, lent itself to automation. The cost of EDP
equipment made it difficult to justify at any but the largest
of posts. Delivery of the immigration program, now a
departmental responsibility, is highly labour intensive with
considerable clerical involvement and hence is an ideal
candidate for automation. The continuing decline in the
price of computers has brought powerful "super minis" into
reach. Study has shown a positive benefit cost ratio
justifying global implementation. A replacement computer has
been installed in London. Paris and Bonn have received
computers. Currently, there are plans to install computers
in Hong Kong, Washington and Tokyo.

OBJECTIVE:

To install computers in Hong Kong, Tokyo, and Washington in
support of post programs.

BENEFITS:

Improved efficiency for immigration processing; faster and
more extensive financial data available to post managers;
some resources at posts available for reallocation.

RESULTS/OUTPUTS:

Operational computers in Paris, London, Hong Kong, Tokyo,
Washington and Bonn.

SUCCESS CRITERIA:

The post computers will be operational; user needs will be
satisfied as confirmed by a representative sample; evaluation
reports will have been prepared for each installation.

MAJOR STEPS AND TIMING:

Install the London replacement computer	completed
Install the Paris computer	completed
Install the Bonn computer	completed
Install the Hong Kong computer	31/12/85
Install the Washington computer	31/12/85
Complete the Paris evaluation report	31/12/85
Install the Tokyo computer	31/03/86
Complete the Hong Kong evaluation report	30/06/86
Prepare project completion report	30/06/86

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	2.25 p/y	$114,500
Planned Expenditures	1985/86	2.00 p/y	894,000
	1986/87	0.30 p/y	25,000
		4.55 p/y	$1,033,500

Total Project Cost

PROJECT MANAGER:

P.S. Dunseath
Director
MFS

EAMIP PROJECT MG01

DATE: September 12, 1985

TITLE: Word Processing Review

PROJECT NUMBER: MG01

STATUS: Active

PRESENT SITUATION:

There is some confusion over roles related to word
processing, with at times, divergent interests existing in
MGDW, MGT, and MFS as well as the geographic and functional
branches. These interests have contributed to the
proliferation of incompatible and in many cases, non-secure
word processors resulting in increased potential for security
leaks, limited back-up and technical support. Staff are
experiencing difficulty in maintaining skills at a high level
because of the variety of equipment. It is also very time
consuming and costly to transfer information from one piece
of equipment to another because of technical limitations.

Requests for equipment exceed the units available, yet the
utilization of the decentralized equipment is not being
monitored. Therefore no one knows if word processing
machines are being used effectively or efficiently. There is
no coordination of recorded information in the decentralized
areas which could be used as a common data base.

A review of word processing at headquarters has been
conducted and a report was produced in April 1985.
Recommendations have been accepted by the Director General,
Communications and General Services and are now being
considered by the ADM Administration in concert with an
organization study on informatics. Approvals and an
implementation plan currently required.

OBJECTIVE:

To increase the overall operating efficiency and
effectiveness of word processing operations at headquarters.

BENEFITS:

Capability to exchange information with minimal difficulty.
Creation of distributed word processing facilities capable of
expansion. Greater backup and support for all word
processing areas. Creation of accessible data bases.
Increase in work sharing. Reduction of overtime. Greater
security of operations and of material.

RESULTS/OUTPUTS:

A clearly defined and viable network of departmental word processing services.

SUCCESS CRITERIA:

Equipment utilization will be at least 80% in decentralized areas.

There will be one day turnaround in centralized areas for documents not exceeding 20 pages, providing the centres are fully staffed.

Mechanisms to monitor performance will be in use.

User satisfaction with the services will be confirmed by interviews with a representative sample.

There will be a clear hardware strategy in existence.

MAJOR STEPS AND TIMING:

|	
Approval of recommendations by ADM Administration	date to be determined
Formulate implementation plan	"
Implement approved recommendations	"
Prepare project completion report	"

THEME:

Administrative Services

RESOURCE UTILIZATION

Actual expenditures	1984/85	$31,000
Planned expenditures	1984/85	to be determined
Total Project Cost		to be determined

PROJECT MANAGER
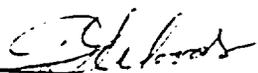
D.Woods
A/Director General
MGD

EAMIP PROJECT MG02(A)

DATE: August 26, 1985

TITLE: Library Services: On-Line Public
                     Access Cataloguing System (OPAC)

PROJECT NUMBER: MG02(A)

STATUS: Active

PRESENT SITUATION:

External Affairs has been a member of the UTLAS shared
cataloguing group of libraries since 1973-74. The Department
was requested by UTLAS INNOVACQ to be a test library in Canada
for the development of on-line public access cataloguing
(OPAC). Departmental management accepted the request. System
software has been developed and tested. UTLAS INNOVACQ is
currently in the process of doing a walk through of the data
base.

OBJECTIVE

To develop and install an on-line public access cataloguing
system.

BENEFITS:

By serving as a test library for the development of an on-line
public access cataloguing system, EA will receive a free copy
of the system software and computer tapes containing the
catalogue. These have an estimated value of $50,000. An
on-line cataloguing system will provide an up-to-date
catalogue on a daily basis. It will save staff time when
checking on the availability of material, thus increasing
library efficiency and contributing to improved staff moral.
Library users will be provided with more rapid service when
inquiring on the availability of material.

RESULTS/OUTPUTS:

An on-line public access cataloguing system.

SUCCESS CRITERIA:

The on-line public access cataloguing system will be
operational. It will satisfy the needs of EA officers and
library staff as confirmed by a sample of users.

MAJOR STEPS AND TIMING:

|	
Receipt of computer tapes containing catalogue	30/11/85
Receipt of upgraded OPAC software	30/11/85
Prepare project completion report	30/11/85

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	nil	nil
Planned Expenditure	1985/86	nil	nil
Total Project Cost		nil	nil

N.B.: UTLAS INNOVACQ bear the costs of development of OPAC.

PROJECT MANAGER:
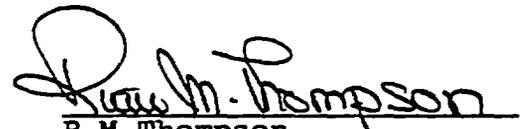
R.M Thompson
Director
MGL

EAMIP PROJECT MG03

DATE: September 11, 1985

TITLE: Departmental Telecommunications Policy

PROJECT NUMBER: MG03

STATUS: Active

PRESENT SITUATION:

A departmental telecommunications policy does not exist. The
Departmental of External Affairs is a lead department in the
field of telecommunications - 5th amongst some 90 major
departments and agencies in staff and resources. It is also
the program department for representatives abroad of all
other government departments. A clear, concise and approved
telecommunications and security policy is required to give
credence to and authority for the management of the Canadian
Diplomatic Communications Services (CDCS). A departmental
mandate is required by MGT so that objectives are maintained,
technology is effectively employed, unnecessary duplication
of effort and financial investment is avoided, and conflict
of parochial interest disappears. In short, what is required
is a statement on "who does what for whom, how and when it is
done?".

OBJECTIVE:

The objective is to define for MGT, other departmental
central services and the customer (External Affairs and other
government departments) as mandate including, the extent of
responsibilities, the level of the authority of
telecommunications mangement and the reporting relationships
within and outside the Department.

BENEFITS:

The telecommunications division will be better able to serve
the needs of its clientel if it has a clear mandate.
Telecommunications managers will be able to plan the work of
the divison without the need to respond to many of the ad hoc
demands for services that frequently tax telecommunications
resources. In turn, managers in the department at large will
be able to plan their communications strategy efficiently if
they know the responsibilities of the division.

RESULTS/OUTPUTS:

A policy document that will clearly deliniate the
responsibilities and duties of the Telecommunications
Division.

SUCCESS CRITERIA:

The project should be considered successfully concluded when
a policy document approved by senior management has been
circulated to telecommunications users both with and without
the Department of External Affairs.

MAJOR STEPS AND TIMING:

The project has already met its first milestone, as basic
outline of the policy was elaborated as part of the
Department's operational review exercise. In addition,
arrangements have been made for a consultant experienced in
the work of the division to undertake the study. Work is
expected to commence in Janaury, 1986, and to be concluded in
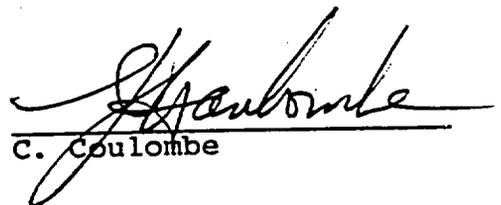approximately three months.

THEME:

Administrative Support

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	.1 PY	$	4.200
Planned Expenditures	1985/86	.1 PY	$	4.200
	1986/87	.1 PY	$	8.200

Total Project Cost $ 12.200

PROJECT MANAGER:

C. Coulombe

EAMIP PROJECT MG04

DATE: September 16, 1985

TITLE: Improving Radio Communications

PROJECT NUMBER: MG04

STATUS: On hold

PRESENT SITUATION:

Some Canadian posts find themselves, in time of crisis,
unable to communicate dependably with HQ and their own
personnel, because of disruptions to the commercial
communications networks. On occasion, the department's
official spokesman has been unable to respond adequately to
questions about the well-being of Canadians caught in
situations of conflict, or natural disaster.

OBJECTIVE:

The objective of this project is to improve the Department's
ability to communicate with posts, and to ensure that certain
missions have the necessary back-up radio system to enable
them to communicate with their staff in the field or in
staff quarters, particularly during local or regional
emergencies.

BENEFITS:

The major benefit of the project is a more rigorous approach
and an improvement in the Department's ability to provide
dependable communications to posts abroad. Other activities
at posts such as security, personal safety, consular service,
general information would be enhanced. Moral at posts would
be boosted. Canada would have an independent means of
communications during emergencies and not be forced to rely
on the information facilities controlled by other
governments.

During a local or regional emergency, the Department and the
Ministers would be able to inform the Canadian public and
Parliament more accurately and immediately about the actual
situation on the ground and about the status of Canadians
there.

RESULTS/OUTPUTS:

The desired result is properly staffed "radio" section trained to deal with the equipment already available to the department, and able to provide communications with ports in emergency situations.

SUCCESS CRITERIA

The project should be considered successfully concluded went MGT is able to provide radio communications to those areas of the world where warranted.

MAJOR STEPS AND TIMING

To be determined when staff to carry out the programs are made available.

THEME:

Administrative Support

RESOURCE UTILIZATION:

Expenditures to date		NIL	
Expenditures	1985/86	3.0 PY	$126,000
Expenditures	1986/87	4.0 PY	$168,000
Total Project Costs		7.0 PY	$294,000

PROJECT MANAGER

C. Coulombe

EAMIP PROJECT MG07.1

DATE: August 22, 1985

TITLE: Enhanced Exchange Wide Dial
                      (EEWD) Service

PROJECT NUMBER: MG07.1

STATUS: Active

PRESENT SITUATION:

Treasury Board has approved an agreement between the
Government Telecommunications Agency and Bell Canada to
provide state of the art telephone service for approximately
90,000 federal government users in the National Capital
Region.   External Affairs has been a supporter of the project
since its development.   Installation of a new telephone
system at headquarters is currently 85% complete.   Final
completion has been delayed by three months to December 1985
due to shortage of cable facilities for Lester B. Pearson
Building and difficulties with hardware.   Resolution of these
problems is expected imminently.

OBJECTIVE:

To install a sophisticated Canadian developed telephone
service with the latest digital technology in the
Lester B. Pearson Building.

BENEFITS:

Employees will have the latest state of the art telephone
technology giving them touchtone dialing, call transfer, call
forward, call pick-up and 3-way conference features.
Improvements to voice and data transmission on the inter-city
network, improved departmental control of costs, savings in
installation/service charges, reduced service intervals are
other direct benefits from the installation of the EEWD
service

RESULTS/OUTPUTS:

A fully functioning EEWD service at EA headquarters.

SUCCESS CRITERIA:

The service will be fully operational.   All staff at EA
headquarters will have touchtone telephones.

MAJOR STEPS AND TIMING:

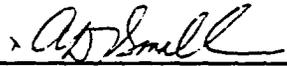|	
Complete hardware installation & training	31/12/85
Prepare project completion report	31/12/85

THEME:

Administrative Services

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	$35,000
Planned Expenditures	1985/86	$45,000
Total Project Cost		$80,000

PROJECT OFFICER:

L.G. Stewart
MGDT

PROJECT MANAGER:

A.D. Small
Director General
MGD

Financial Management

(Operational Support, Human Resource Planning
and Administration Planning Element)

The Finance and Management Services Bureau is
a significant component of the Department's corporate
management infrastructure. It is mandated to deliver
financial and management services, including financial
planning and analysis, administrative publications, computer
systems, management consulting and accounting and financial
services required by the Department, both in Ottawa and at
posts abroad.

Approximately $10.5 million and 143 person-years
are used, representing about 1% of the Canadian Interests
Abroad Program expenditures, and 3% of the person-years. The
provision of these services to a department as complex as
External Affairs would represent a significant challenge in a
national context. Services which meet departmental, central
agency and parliamentary requirements in an international
environment are even more complex. For example, because of
currency fluctuations, inflation abroad, and differing
banking practices, the Department often faces unusual
challenges.

A number of initiatives have been undertaken to
strengthen financial management within the Department. To
date, key thrusts have included:

- a review of Departmental Financial Authorities;
- an organizational review of the Bureau;
- an analysis of post accounts management;
- a review of financing of operations abroad; and,
- the development of a new financial management
  information system.

In an effort to ensure that the most appropriate
services are provided to the Department, a functional review
has been launched, addressing all aspects of corporate
financial management. This review, when completed, will be
used as the basis for the development of new management
improvement initiatives within the Finance and Management
Services Bureau.

EAMIP PROJECT MF01

DATE: September 11, 1985

TITLE: MFD Organization Study

PROJECT NUMBER: MF01

STATUS: Active

PRESENT SITUATION:

The delivery of the Financial Management program needs to be reviewed.

OBJECTIVE:

To establish an accounting and financial management capacity appropriate to the needs of the department. This project will develop a model organization to deliver the program and develop a path for migrating from the existing organization to the model.

BENEFITS

A financial administration function contributing effectively to improved management practices and controls.

RESULTS/OUTPUTS

A financial administration organizational structure that will allow the financial needs of the department to be better delivered through improved management practices and controls.

SUCCESS/CRITERIA

An organizational structure approved by MCB, the new structure implemented and a post implementation assessment and evaluation completed.

MAJOR STEPS AND TIMING

Phase I – MFF

(i)	Clarify the mandate	Apr./86
(ii)	Access the current organization	Apr./86
(iii)	Develop an organizational structure	Apr./86
(iv)	Develop an implementation plan	June/86

Phase II – MFF

(i)	Ascertain available PY	Sept/86
(ii)	Secure classification levels	Sept/86
(iii)	Staff to requirements	Sept/86

Phase III – MFF

(i)	Assessment and evaluation	Mar/87

Phase I – MFR

Complete

Phase II – MFR

(i)	Ascertain PY available.	June/86
(ii)	Seek classification levels	TBD
(iii)	Staff to requirements	TBD

Phase III

Assessment and evaluation   Sept./86
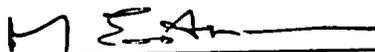
RESOURCE UTILIZATION:

Expenditures to date		1.0 PY	$ 87,000
Expenditures	1986/87	2.0 PY	$129-134,000
Total Project Costs		3.0 PY	$216-225,000

THEME:

Finance

PROJECT DIRECTOR: _____

PROJECT MANAGERS: _____
                         Michael Eastman MFF

                         _____
                         D. Gordon
                         MFR

EAMIP PROJECT MF02

DATE: September 11, 1985

TITLE: Post Accounts Management

PROJECT NUMBER: MF02

STATUS: Active

PRESENT SITUATION:

In 1981, concerns about Post Accounts were addressed in an
Internal Audit review of Accounting and Financial Services
Division. The Internal Auditors identified a number of
"problems related to weaknesses in methodology employed in the
verification of Post Accounts, and the non-availability of
experienced staff to fill vacant positions". About the time
the Auditor General was reviewing Financial Management Control
systems at External Affairs. The Auditor General recommended
that "the Department should review the mandate, role and goals
of the Post Account Section with a view to reducing its scope
of activity". Action on the implementation of these
recommendations was deferred while a Task Force on Financial
Management completed its study on the most appropriate
financial management and control system for the department.
This Task Force was established to review inter alia,
Financial Management requirements resulting from the transfer
of the external trade components of the former Department of
Industry, Trade and Commerce to External Affairs. The
recommendations contained in the Task Force Report do not
appear to adequately address the issues raised regarding the
most appropriate organization and methodology for the
verification of post financial returns including a follow-up.

OBJECTIVE:

To implement an organization for the management of post
financial returns which is adequately staffed and classified
to perform the processing, verification, reporting,
assessment, feedback and follow-up required.

BENEFITS:

More effective use of PY's.

RESULTS/OUTPUTS:

An appropriate organization for the management of post
financial returns.

SUCCESS CRITERIA

Approval of organization by MCB.

MAJOR STEPS AND TIMING:

Phase I   Completed

Phase II   Implementation of approved recommendations developed
           in Phase I   (CCBM will be provided with an imple-
           mentation plan after Dec/85, as Step I of Phase II
           is the design of the implementation plan.)

RESOURCE UTILIZATION:

Expenditures to date	.65 PY	$27,300
Expenditures 85/86	.50 PY	$21,000
Expenditures 86/87	2.00 PY	$129-134,000
Total Project Cost	3.10 PY	$177-182,300

PROJECT MANAGER:
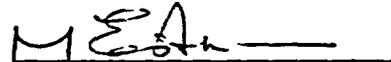
M. Eastman
MFF

EAMIP PROJECT MF03

DATE: October 15, 1985

TITLE: Regionalization of Financial Services

PROJECT NUMBER: MF03

STATUS: Active

PRESENT SITUATION:

Recent experiences in regionalization have demonstrated better delivery of the financial administration program. Continuation of the process appears to offer more effective results than past practices. With the exception of Britain, France and Belgium, most posts presently maintain their own accounting services which includes letter of credit administration and banking services. Accounting services and financial management at posts is generally not well done; as well, cash management at individual posts is loosely controlled and expensive.

OBJECTIVE:

To improve financial administration in terms of financial control (in accordance with Central Agency directives and sound management practices), financial services (as required by departmental managers in order to achieve a better balance between financial control and services), and the delegation of Receiver General responsibilities for operations abroad.

RESULTS/OUTPUTS:

A proper balance, better service and control must be established. The result will probably be a combination of:

(a) regional service centre for multi-post countries;
(b) regional service centres for groups of posts, and
(b) individual centres where difficulties arise from currency restrictions and/or data transmission limitations.

SUCCESS CRITERIA:

When MCB approves a plan of action and that plan has been implemented successfully.

MAJOR STEPS AND TIMING:

1. Identification of financial administration requirements abroad:

     i) Receiver General tasks
    ii) Departmental requirements
   iii) Local requirements

MAJOR STEPS AND TIMING:
(Phase I - cont'd)

2. To profile characteristics of successful/not so successful regionalization;
3. To establish other performance and success criteria;
4. Identify locations which meet criteria;
5. Make recommendations and develop implementation plan; Jan-May/85

Phase II

Plan Implementation
Part A - Multi-post countries   Apr-May/86
Part B - Hard currency countries   Apr/86-Mar/87
Part C - Other posts   operations

THEME:

Finance

RESOURCE UTILIZATION:

Expenditures to date		.9 PY	$90,800
Expenditures	1985/86	TBD	
Expenditures	1986/87	TBD	

Total Project Costs

PROJECT MANAGER: for David Gordon
                                        MFR
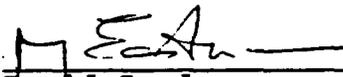
EAMIP PROJECT MF04

DATE: September 11, 1985

TITLE: Review of Financing of Operations Abroad
                        (Cash Management)

PROJECT NUMBER: MF04

STATUS: Pending

PRESENT SITUATION:

The Office of the Comptroller General has developed a paper on
cash flow management which provides a framework for the
development of this project. Using this document as a point
of reference, the Director of Accounting and Financial
Services will review the financing of operations abroad, as
well as unsolicited proposals from foreign banks proposing
variations in the provision of financial and banking
services.

OBJECTIVE:

To optimize the treasury functions associated with post
financing to determine the most appropriate financing process
for posts.

BENEFITS:

Potential reduction of financing costs for operations abroad.

RESULTS/OUTPUTS:

A series of recommendations regarding the financing of posts
abroad.

SUCCESS CRITERIA

Approval and implementation of recommendations presented to
MCB.

MAJOR STEPS AND TIMING:

Phase I   (i) Review of OCG cash flow
                 management paper.   March/86
            (ii) Review and assessment of alternatives   July /86
           (iii) Recommendations   Sept./86
            (iv) Approvals   Dec. /86

Phase II   (i) Implement approved recommendations   March/87

RESOURCE UTILIZATION:

Expenditures to date		nil	nil
Expenditures	1985/86	.25 PY	$10,500
Expenditures	1986/87	1.25 PY	$82,500
Total Project Costs		1.50 PY	$93,000

PROJECT MANAGER:

M. Eastman
MFF

EAMIP PROJECT MF06

DATE: September 11, 1985

TITLE: Financial Management Training and
                          Development

PROJECT NUMBER: MF06

STATUS: Active

PRESENT SITUATION:

Both external and internal audit studies have observed on the
requirement for financial training of staff involved in the
financial functions at headquarters and missions. Current
training of staff with financial management responsibilities
is limited to new appointees to the positions. Incumbents
are often unskilled in financial management, and
disinterested in proper planning and financial administration
procedures. With financial management accorded low priority
by mission management in general, financial responsibilities
are often delegated to untrained, inexperienced support
staff. As well, there is no involvement of senior financial
officers in selecting, appointing, evaluating and promoting
financial staff.

OBJECTIVE:

To ensure the appropriate and effective training and
development of financial management personnel abroad.

BENEFITS:

Improved financial management practices, controls and
systems throughout the Department's missions.

RESULTS/OUTPUTS

A training program for post personnel with financial
management responsibilities.

SUCCESS CRITERIA:

Approval, implementation and successful pilot testing of two
financial management training courses.

MAJOR STEPS AND TIMING:

|	
(i) Review and acceptance of report on financial training requirements	Dec/85
Phase I - Plan and development of (i)	Mar/86
SFO role in staffing/ evaluation	Oct/87 - Nov/87
Phase II - Development of two courses	Dec/85 - Sept/86
Phase III - Implementation	Sept/86
Phase IIIA AS/AT Training Course	Sept/86
Phase IIIB CR Training Course	Sept/86
Phase IV - Evaluation	Oct/87 - Nov/87

THEME:

Finance

RESOURCE SUMMARY

Expenditures to date		0.75 PY	$ 63,600
Expenditures	1985/86	0.25 PY	10,500
Expenditures	1986/87	2.00 PY	114,000
Total Project Costs		3.00 PY	$186,000

PROJECT MANAGER
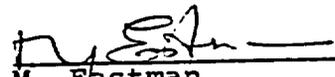
M. Eastman
MFF

EAMIP PROJECT MF07

DATE: September 17, 1985

TITLE: Review of Departmental Financial
                  Authorities

PROJECT NUMBER: MF07

STATUS: Active

PRESENT SITUATION:

Reorganization has clouded the existing departmental
financial authorities and these must be clarified with
particular reference to delegation to departmental managers.
There is no central repository of TB delegated authorities
and it is not clear to all managers exactly what authorities
EA has.

OBJECTIVE:

To review existing departmental authorities and issues with
respect to the sufficiency of delegation, document and obtain
approval and implement any changes to bring departmental
authorities in line with managerial requirements.

BENEFITS:

Increased precision and clarity in the delegation of
financial and management practices and controls in
headquarters and posts.

RESULTS/OUTPUTS:

A complete listing outlining EA's financial authorities with
the necessary approvals.

SUCCESS CRITERIA:

Agreement of MCB.

THEME:

Finance

THEME:

Finance

MAJOR STEPS AND TIMING:

Phase   I - Review   Completed February 1985
Phase II - Document   Completed June 1985
Phase III - Approval of proposed
             recommendations   March 1986
Phase IV - Implement   June 1986

RESOURCE UTILIZATION:

Expenditures to date		.6 PY	$ 39,700
Expenditures	1985/86	1.0 PY	$ 42,000
Expenditures	1986/87	1.0 PY	$142,000
Total Project Costs		2.6 PY	$223,700

PROJECT MANAGER:
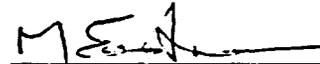
M. Eastman
MFF

EAMIP PROJECT MF08A

DATE: September 12, 1985

TITLE: Departmental Financial Management System
                   New FMS design

PROJECT NUMBER: MF08A

STATUS: Active

PRESENT SITUATION:

The current system developed several years ago is basically
a financial accounting system. As the department has matured,
management's expectations have changed and a new more
appropriate system is required.

OBJECTIVE:

To develop and implement an appropriately equipped Financial
Management System providing requisition financial control with
appropriately responsive service.

BENEFITS:

Improved financial controls.
The production of appropriate financial information for
management decisions.

RESULTS/OUTPUTS:

A new departmental financial management system in production
April 1, 1987.

SUCCESS CRITERIA:

Management's endorsement of financial information provided.

MAJOR STEPS AND TIMING:

Selection of design alternative.
Installation of system components.
Pilot generation of the system.
Production operation of the system.
User acceptance of the system.
Departmental accceptance of the system.

THEME:

Finance

RESOURCE UTILIZATION:

Expenditures to date
Expenditures   1985/86   These figures remain
Expenditures   1986/87   unknown until a decision
                                  as to which consultant,
                                    hardware and software
                                    are to be used)

Total Project Costs

PROJECT MANAGER: David Gordon
                                            MFR

EAMIP PROJECT MF08B

DATE: September 13, 1985

TITLE: Finance and Management System
                     Enhancement

PROJECT NUMBER: MF08B

STATUS: Active

PRESENT SITUATION:

There is a lack of standardization of financial systems
being used at missions. This leads to confusion and delays,
and results in various applications of financial control
which could lead to audit observations.

OBJECTIVE:

To design, develop and pilot-test alternative financial
systems which could be used at missions, and to select, based
upon the pilots, the most appropriate system for the
Department.

BENEFITS:

A post financial system to be used uniformly across the
Department, thereby ensuring a consistent application?

RESULTS/OUTPUTS:

Pilot tests of post financial systems in three posts.
An evaluation report assessing their viability.

SUCCESS CRITERIA:

Senior management's ability to select an appropriate post
financial system.

MAJOR STEPS AND TIMING:

Pilot by location:

(i)	Singapore	March 1986
(ii)	Bogota	March 1986
(iii)	San Francisco	March 1986

THEME:

Finance

RESOURCE UTILIZATION:

(not yet developed)

PROJECT MANAGER: David Gordon

EAMIP PROJECT MF08.C

DATE: September 13, 1985

TITLE: Department Financial Management System
                     Post Financial EDP Installations

PROJECT NUMBER: MF08.C

STATUS: Pending
                     (Until priorities change and resources
                     become available. Was part of MF08.3)

PRESENT SITUATION:

Currently each FMO mission operates its own financial system,
some automated, some manual. There is a need for
standardization of financial techniques as well as the
installation of automated and manual missions financial
systems that have been endorsed by headquarters.

OBJECTIVE:

To develop automated standardized financial packages to be
used by missions in the capture, storage, reporting and
control of financial data.

BENEFITS:

Uniformity of approach will reduce confusion and ensure that
all departmental financial transactions are uniformly
processed.

RESULTS/OUTPUTS:

Definition and publication of a standardized financial
system(s) that can be used at all posts abroad.
Installations of financial systems in Bonn, Washington, Tokyo
and Hong Kong.

SUCCESS CRITERIA:

System operating successfully at all locations.

MAJOR STEPS AND TIMING:

Sub-projects by geographic locations:

1. Bonn, West Germany
2. Paris, France
3. Washington, USA
4. Tokyo, Japan
5. Hong Kong

THEME:

This project contributes to the overall theme by assisting in
the standardized delivery of financial management information
that meets the requirements of departmental, central agencies
and parliament.

RESOURCE UTILIZATION:

Expenditures to date
Expenditures   1985/86   (These figures are
Expenditures   1986/87   currently unknown until
                                   a formalized plan has
                                   been developed)

Total Project Costs

PROJECT MANAGER: David Gordon
                                         MFR

Human Resources Management

(Operational Support, Human Resource Planning and Administration Planning Element)

The Personnel Branch is one of two branches which, together with the Corporate Management Bureau, provide the operational support, human resource planning and administrative support required by the Department of External Affairs to carry out its mandate both in Ottawa and at posts abroad.

Approximately $44.5 million and 279 person-years are used for the administration of personnel services, representing about 6% of the Canadian Interests Abroad Program expenditures and person-years. Personnel services involve the recruitment, staffing, assignment, appraisal and promotion of about 4,500 Canada-based staff. Also involved are the classification and organization of the Department's approximate 8,000 positions, and the establishment of compensation packages for the some 3,700 locally engaged staff abroad. The Department undertakes, additionally, a number of personnel planning and development activities to ensure the maintenance of a fully qualified and competent workforce, as well as to meet Central Agency requirements in the Personnel area.

The Department faces unique and substantial challenges in the management of its human resources, given its highly visible, complex and geographically dispersed operations. The majority of the Department's personnel are rotational, signifying a large and frequent turnover and relocation of staff, and contributing to the difficulty of human resource management. Foreign service officers are managed in streams corresponding with the political-economic, commercial-economic, social affairs, and aid and development programs of the Department. Officials belonging to the Management Category comprise a significantly larger than average proportion of total departmental human resources.

A number of initiatives have been taken to identify and address areas of lesser strength in the management of human resources within the Department of External Affairs. To date, key thrusts have included:

- increasing departmental capacity to put the right people in the right places in both the short and long terms;

- identifying developmental activities needed to equip personnel with the skills required to realize departmental priorities;

- strengthening training and development;

- providing individuals with opportunities to
  understand and participate in their career
  planning;

- clarifying the management framework and career
  advancement opportunities for non-rotational
  personnel; and,

- involving departmental management in the
  management of human resources.

Efforts will continue to be made in all these areas
in the coming months. In addition, focus will be placed on
conceptualizing and developing a management information system
infrastructure that will optimally support both line
management and the Personnel Branch in the management of human
resources within the Department of External Affairs.

EAMIP PROJECT AC2A

DATE: September 18, 1985

TITLE: PMIS Enhancements

PROJECT NUMBER: AC2A (formerly AC02)

STATUS: Active

PRESENT SITUATION:

The Personnel Management Information System (PMIS) went into operation in 1979. It is an information system to support the human resources planning and management functions within the Personnel Branch. For various reasons, however, PMIS has been under-utilized with respect to its capacity and capability, and it has fallen short of meeting the expectations of its current users. The Department has undergone substantial changes since 1979, with the absorption of the foreign service component of the Canadian Employment and Immigration Commission in April 1981, the integration of the Trade element of the former Department of Industry, Trade and Commerce in January 1982, and the Headquarters reorganization of the Department in September 1983, with its attendant new corporate management objectives. It has been difficult to accommodate these changes and keep PMIS up-to-date throughout the course of this period. Furthermore, management awareness and expectations of technology have changed considerably since the inception of PMIS. In recognition of the probability that a new system for the management of personnel information is needed, two additional EAMIP projects have been created: Personnel Assignment Sub-System (AC2B) and Personnel Information Network of Systems (AC2C). This project has been changed from AC02 to AC2A, and its title has been modified from the original "PMIS Workload Priorities" to "PMIS Enhancements". The scope of this project is limited to enhancing the present PMIS until such time as the new system can be implemented. A number of short term enhancements have been carried out in this regard to date. Among these, a strength and establishment report is being developed in conjunction with the Personnel Assignment Sub-System (PASS), and recommendations to improve input flow, as a result of implementing PASS, are currently being implemented. A reorganization within ADD as this project description went to press will likely influence the evolution of the project. An update will be provided in the next publication of EAMIP projects.

OBJECTIVE:

To improve the efficiency and effectiveness of the PMIS.

BENEFITS:

The PMIS will be a more up-to-date and reliable source of information for the Department. Strength and establishment reports will be available for use as Personnel and Corporate Management tools in a variety of exercises, particularly the Recruitment and Promotion Exercise.

RESULTS/OUTPUTS:

An enhanced PMIS which provides additional as well as more accurate and timely data to all users.

SUCCESS CRITERIA:

Positive feed-back from PMIS users.

MAJOR STEPS AND TIMING:

Develop strength and establishment report	30/11/85
Improve input flow	30/11/85

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.10 PY	$ 4,200
Planned Expenditures	1985/86	0.10 PY	$ 4,200
Total Project Cost		0.20 PY	$ 8,400

PROJECT OFFICER: _____
Abe Schwartz
ADAP

PROJECT MANAGER: _____
Renald Dussault
ADAP

EAMIP PROJECT AC2B

DATE: September 18, 1985

TITLE: Personnel Assignment Sub-System (PASS)

PROJECT NUMBER: AC2B

STATUS: Active

PRESENT SITUATION:

The descriptions of Projects AC2A, PMIS Enhancements, and
AC2C, Personnel Information Network of Systems, outline the
background and parameters of a new system for the management
of personnel information within the Department of External
Affairs. As this new system is a long term venture, however,
a more immediate improvement is sought with respect to the
assignment of departmental personnel. Thus, a personnel
assignment sub-system (PASS) is being developed that will
permit downloading from PMIS to personal computers. APG,
APS, APN (now subsumed under APS), APA, and ACBX have joined
PASS. (APT implemented its own system prior to the
development of PASS.)

A functioning version of the sub-system is expected to be
operational by the Fall, 1985.

OBJECTIVE:

To develop a personnel assignment sub-system which will
contribute to improvements in the efficiency and
effectiveness of the departmental personnel assignment
process.

BENEFITS:

Assignment officers and managers will be provided with work
assignments/work history information for all departmental
rotational personnel, thus facilitating the assignment
exercise.

RESULTS/OUTPUTS:

A personnel assignment sub-system which provides assignment
related personnel information.

MAJOR STEPS AND TIMING:

Implement PASS   30/11/85

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.50 PY	$80,370
Planned Expenditures	1985/86	0.17 PY	$ 7,000
Total Project Cost		0.67 PY	$87,370

PROJECT OFFICER:

Melody Duncan
ADA

PROJECT MANAGER:

C.D. Fogerty
ADA

EAMIP PROJECT AC2C

DATE: September 18, 1985

TITLE: Personnel Information Network of Systems (PERNET)

PROJECT NUMBER: AC2C

STATUS: Active

PRESENT SITUATION:

The present Departmental Personnel Management Information System (PMIS), implemented in 1979, is no longer adequate to serve user needs (See Project AC2A). Evolution of the Department since consolidation and the emergence of a new generation of technology have created the need for a countering evolution of the PMIS. This need, coupled with the planned acquisition of a new computer and the fact that the departmental Financial Management Information System is also being redesigned, points the way to the development of a new personnel management information system. The Personnel Information Network of Systems (PERNET) is proposed to provide the Personnel Branch with an information system which will provide quick access to information about personnel where it is needed, when it is needed, and in the form it is needed. A preliminary needs analysis has been conducted, and a series of recommendations for implementation, including a project methodology and plan, have been submitted.

OBJECTIVE:

To meet the personnel management information needs of the Department.

BENEFITS:

(a) Reliable and timely information related to Personnel will be provided where, when, and in the form it is needed;

(b) Management will be provided with corporate information;

(c) Because of the concepts of data management and data administration, information that can be used by other systems will be produced;

(d) Accountability for the accuracy, timeliness, comprehensiveness and consistency of data will be made explicit; and

(e) Close linkage with other corporate systems, i.e., Finance and Physical Resources, will be possible.

RESULTS/OUTPUTS:

A computerized network of information systems related to the
management of departmental human resources.

SUCCESS CRITERIA:

Completed implementation of PERNET, and positive feedback
from users.

MAJOR STEPS AND TIMING:
(Highly tentative)

Preparation of project initiation document	Completed
Feasibility study equivalent	Completed
General design	Apr./86
Detailed design	Sep./86
Implementation	Feb./87
Installation	Mar./87

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Planned Expenditures	1985/86	3.00 PY	$200,000
Planned Expenditures	1986/87	2.25 PY	$344,500
Total Project Cost		5.25 PY	$ 544,500

PROJECT OFFICERS:

W. Plyler
MFSC

Dwayne Carswell
ADA

PROJECT MANAGER:

John Groves

EAMIP PROJECT AC05

DATE: September 8, 1985

TITLE: Integrated Policy and Management
        Framework for Training and Development
        in the Department of External Affairs

PROJECT NUMBER: AC05

STATUS: Active

PRESENT SITUATION:

The Department continues to place a high priority on training
and development (T&D) with a view to strengthening the
managerial, professional and administrative capacity of its
personnel. In the past, training and development has been
largely reactive to the assignment process and to the
requirements of Central Agencies. Furthermore, it has
suffered from an inadequate resource base, and from the lack
of a clearly articulated policy statement for the departmental
T&D Program. What is required is a management framework which
provides an improved basis for planning, resourcing and
managing the Program, as well as a clear and comprehensive
policy statement, outlining a departmental philosophy and
establishing terms of reference for training and development
within External Affairs. The consulting firm of Eliasson,
Apostle and Associates, Ltd. provided their report on a
"Management Framework for the Training Program in the
Department of External Affairs" on March 18, 1985. Features
of this proposal have been incorporated into a departmental
training policy, now in its third draft. It is expected that
a final policy proposal will be presented to the appropriate
management committee in the Winter of 1985/86.

OBJECTIVE:

To improve the way in which training and development in
managed within the Department.

BENEFITS:

The Department will have an improved capacity to plan,
resource and manage its T&D Program, and managers and
employees will have a better understanding of the philosophy
and terms of reference for training and development within the
Department.

RESULTS/OUTPUTS:

A departmental policy incorporating a management framework for staff training and development within External Affairs.

SUCCESS CRITERIA:

The appropriate management committee will approve the departmental staff training and development policy and the policy will meet all Treasury Board requirements in this regard.

MAJOR STEPS AND TIMING:

Present policy to management   31/01/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	1.16 PY	$ 73,620
Planned Expenditures	1985/86	0.20 PY	$ 8,400
Total Project Cost		1.36 PY	$ 82,020

PROJECT OFFICER:
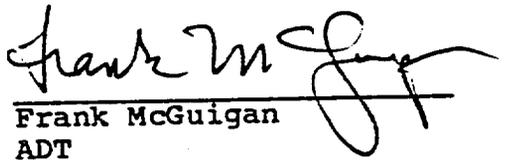
Frank McGuigan
ADT

PROJECT MANAGER:
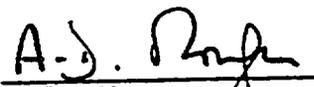
A.D. Morgan
Director General
ADD

EAMIP PROJECT AC06

DATE: September 18, 1985

TITLE: Review of Secondments Program

PROJECT NUMBER: AC06

STATUS: Active

PRESENT SITUATION:

In its January 1982 announcement on departmental re-
organization, the Government declared that an extensive
program of secondments with domestic departments would be one
concrete expression of its undertaking that Canadian
operations abroad would henceforth reflect the full range of
Canadian domestic interests. It was envisaged that up to 20
percent of the officer staff of the Department of External
Affairs, in trade related positions, would be comprised of
secondees from other departments and agencies. A Task Force
on "International Activities of Government Departments and
Agencies", headed by John Edwards, examined the feasibility
of extending this 20 per cent target to all Canada-based
program officers in the Department. On the basis of a
preliminary analysis, it was concluded that by 1986, 16 per
cent of the Department's Canada-based program officers could
be on secondment outside the Department, at any one time, and
up to 13 per cent of the Department's program officer
positions could be occupied by secondees from outside the
Department.

Since then, extensive further analytical and consultative
work was carried out by a Task Force working group headed by
a departmental officer. The working group conducted a
unit-by-unit and post-by-post examination of the Department's
ability to accept and give additional secondments, and
consulted with a wide range of other departments, the Public
Service Commission and the Treasury Board Secretariat. The
result of that work was a comprehensive Secondment Policy and
Plan which was circulated by the Under-Secretary to his
Deputy Minister colleagues in July 1983. Efforts to
implement the major thrusts of this policy are well underway.
A focal point for identifying opportunities for secondments
both into and out of the Department has been established in
the Personnel Operations Bureau. The Division has begun
discussions with other government departments with a view to
negotiating framework Memoranda of Understanding with them.
A final report on progress realized in achieving objectives
of the Secondment Policy is planned to be presented to the
Under-Secretary by the end of the current calendar year.

OBJECTIVE:

To assess progress realized in achieving the objectives of the Secondment Policy.

BENEFITS:

Senior management will be provided with a useful instrument for assessing overall progress made in achieving the objectives of the Secondment Policy, and for implementing necessary modifications and adjustments as may be identified by the review.

RESULTS/OUTPUTS:

A final report to senior management.

SUCCESS CRITERIA:

Acceptance of the report by the Under-Secretary.

MAJOR STEPS AND TIMING:

Final report to senior management   31/12/85

THEME:

Human Resources Management:

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.22 PY	$ 9,600
Planned Expenditures	1985/86	0.10 PY	$ 4,200
Total Project Cost		0.32 PY	$13,800

PROJECT OFFICER: J. White
                                     ACBX
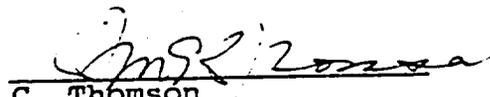
PROJECT MANAGER: C. Thomson
                                     ACBX

EAMIP PROJECT AC07

DATE: September 13, 1985

TITLE: Implementation of Executive Committee
                          Decisions on McDougall Recommendations

PROJECT NUMBER: AC07

STATUS: Active

PRESENT SITUATION:

The Executive Committee's response to the recommendations made
by the Royal Commission on Conditions of Foreign Service is a
matter of public record. Responsibility for the overall
coordination and implementation of the 106 separate decisions
made by the Executive Committee was assigned to the Assistant
Deputy Minister, Personnel Branch, with an original deadline
for completion of December 31, 1983. While implementation of
these decisions has been completed or is well under way in the
vast majority of cases, a number of decisions require
longer-term implementation and will continue to be monitored
at appropriate intervals. A progress report detailing
follow-up action taken on the Commission's recommendations was
sent to the parliamentary Standing Committee on External
Affairs and National Defence in June 1985. This document was
circulated to employees of the Department for their
information in September 1985.

OBJECTIVE:

To ensure coordinated follow-up and implementation of the
Executive Committee's decisions on recommendations made by the
McDougall Commission.

BENEFITS:

The Department will offer enhanced conditions of foreign
service to its employees, thus increasing employee morale and
maintaining its ability to recruit high calibre personnel.
The Department will be better able to exercise its
responsibilities in personnel management, both in Ottawa and
abroad.

RESULTS/OUTPUTS:

Full implementation of the Executive Committee's decisions on
the McDougall recommendations.

SUCCESS CRITERIA:

A final report, confirming full implementation of the
Executive Committee's decisions, will be published.

MAJOR STEPS AND TIMING:

Prepare updated progress report   15/12/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.04 PY	$ 1,600
Planned Expenditures	1985/86	0.10 PY	$ 4,200
Total Project Cost		0.14 PY	$ 5,800

PROJECT OFFICER:
Lindsay Hiseler
ADA

PROJECT MANAGER:
C.D. Fogerty
ADA

EAMIP PROJECT AC08

DATE: September 17, 1985

TITLE: Management of Non-Rotational Personnel
                    in External Affairs

PROJECT NUMBER: AC08

STATUS: Active

PRESENT SITUATION:

A need has been identified within the Department of External
Affairs for a comprehensive examination of the current state
of personnel practices for non-rotational employees, and for
the development of improved strategic, operational, work
planning and reporting systems which can be directly
integrated into the management framework of the Personnel
Branch. A number of initiatives have been undertaken in this
regard to date. A Steering Committee was established to
examine the state of development of existing non-rotational
personnel practices. This Committee conducted interviews
with a full cross section of External Affairs managers and
employees, surveyed practices within six other federal
government departments, and made recommendations on the
design and implementation of a planning and management
framework.

The various deliberations of the Steering Committee and
management feedback on its findings have evolved into a final
project report to the ADM, Personnel. This report is
currently being reviewed and assessed in light of the recent
reorganization within the Personnel Branch. The amalgamation
of the Non-Rotational Personnel Division (APN) with the
Rotational Support Personnel Division (APS) is a major
undertaking which is expected to have considerable impact on
this project, and to result in a better integrated and more
rational basis for the management of the approximate 1,400
non-rotational personnel within the Department.

Finally, APS is also involved in the follow-up to the
recommendations of the Public Service Commission's "Personnel
Audit and Review Report" on the Department, published in
March 1985. Observations pertaining specifically to the
management of the Department's non-rotational personnel will
be addressed by the end of the current fiscal year.

OBJECTIVE:

To improve the management of non-rotational human resources
within the Department of External Affairs.

BENEFITS:

The Department will have a strengthened capacity to plan and
manage an effective and responsive set of personnel
activities for its non-rotational employees.

RESULTS/OUTPUTS:

A human resource management framework for non-rotational personnel.

SUCCESS CRITERIA

Plans will be developed and implemented to remedy any identified shortcomings in the management of non-rotational personnel.

MAJOR STEPS AND TIMING:

Review and follow-up to   31/03/86
Steering Committee report.

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	1.50 PY	$103,000
Planned Expenditures	1985/86	0.10 PY	$ 4,200
Total Project Cost		1.60 PY	$107,200

PROJECT OFFICER:
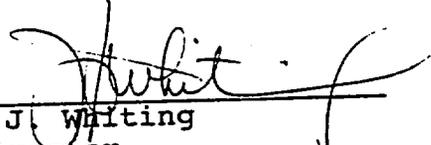
J.J. Whiting
Director
APS

PROJECT MANAGER:
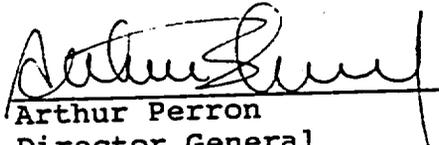
Arthur Perron
Director General
APD

EAMIP PROJECT AC09

DATE: September 16, 1985

TITLE: Review of Stream Concept

PROJECT NUMBER: AC09

STATUS: Active

PRESENT SITUATION:

The stream management concept was introduced in 1982 to permit
the consolidation of foreign service specialties within the
Department of External Affairs. It was a new approach to
personnel management that was designed to permit ongoing
operations of various programs and functions until sufficient
practical experience could be acquired to allow a realistic
appraisal of a series of issues related to personnel
management in External Affairs. The Department made a public
commitment, at that time, to review the policy of stream
management after the 1984 assignment process. Several
meetings were held with the Under-Secretary leading to a draft
report to the Executive Committee. This report outlined a
series of conclusions about stream management in terms of
options to be presented, and was scheduled to be considered in
the Summer of 1985. The Department partially precluded such
consideration, however, in one of its responses to the
recommendations on trade development made by the Ministerial
Task Force on Program Review. This response indicated that
the Trade Commissioner Service should continue, and by
necessary inference, that the other streams should continue as
well. A memorandum was sent subsequently to the Executive
Committee from the Assistant Deputy Minister, Personnel,
proposing that the decision which had been made by implication
be ratified in the Fall, 1985. With the recent changes in
External Affairs top management, it is recommended that formal
ratification for the conclusions pertaining to the structure
of streams be sought from the appropriate management
committee.

OBJECTIVE:

To provide an assessment of the merits or demerits of the
stream concept and a decision as to its retention,
modification or termination.

BENEFITS:

The Department will have a decision relating to streams which should improve its human resource management efforts.

RESULTS/OUTPUTS:

A formal mandate with respect to stream management within External Affairs.

SUCCESS CRITERIA:

The appropriate management committee will ratify the existing conclusions pertaining to the structure of streams.

MAJOR STEPS AND TIMING:

Ratification of conclusions   31/12/85

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984-85	0.03 PY	$ 1,200
Planned Expenditures	1985-86	0.02 PY	$ 800
Total Project Cost		0.05 PY	$ 2,000

PROJECT OFFICER:
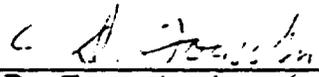
C.D. Fogerty
ADA

PROJECT MANAGER:
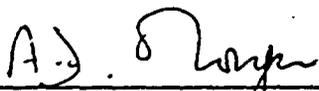
A.D. Morgan
Director General
ADD

EAMIP PROJECT AC10

DATE:	August 30, 1985
TITLE:	Human Factors in the Introduction of New Office Technology
PROJECT NUMBER:	AC10
STATUS:	Active

PRESENT SITUATION:

As more and more technology is introduced into the office in the form of word processors, micros and mini computers and automated work stations, the need to manage this change becomes apparent. In an effort to maximize the benefits of the new technology, while minimizing any potential negative impacts on personnel, the Personnel Policy and Planning Division has developed a model for the introduction of new office technology within the Department. This model marries management with technical and human considerations, gauges the impact of technological change on offices, support staff and locally engaged staff alike, and provides an approach to technology that recognizes human concerns. The model was tested in Hong Kong in the Spring of 1985, and an information package containing recommendations will be issued as a management guide in the Fall, 1985.

OBJECTIVE:

To produce a method introducing high technology into the office environment which maximizes the benefits and reduces or eliminates negative reactions on departmental personnel.

BENEFITS:

If technological change is introduced effectively, maximum benefit will be derived from the office of the future. Managing change effectively will permit the Department to optimize office efficiency and effectiveness for both officers and support staff, and to minimize costly negative impacts such as overlapping systems, under-utilized hardware, maintenance of manual "backups" systems, and employees with low morale.

RESULTS/OUTPUTS

A change model which can be applied to the introduction of new technology within the Department.

SUCCESS CRITERIA:

An information package containing recommendations on the introduction of new office technology will be published and circulated to all employees.

MAJOR STEPS AND TIMING:

Distribution of information package   31/12/85

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.74 PY	$ 34,240
Planned Expenditures	1985/86	0.05 PY	$ 2,100
Total Project Cost		0.79 PY	$ 36,340

PROJECT OFFICER:

Melody Duncan
ADA

PROJECT MANAGER:

C.D. Fogerty
ADA

EAMIP PROJECT AC11

DATE: September 16, 1985

TITLE: Foreign Service Career Models by Stream

PROJECT NUMBER: AC11

STATUS: On Hold

PRESENT SITUATION:

There is a perceived need within the Department for a more explicit and structured career planning process. Much discussion has taken place concerning the development of career models for the four streams that would strengthen the capacity of both individuals and the stream management units to plan careers by selecting training programs and work assignments to meet the general requirements of the Department and the individual employees concerned. These requirements would be expressed in broad terms via a career model or identified career path. While little has been done in this direction to date, it appears that the development of such models on a long-term basis would serve as a timely aid to general career planning and personnel resource management.

OBJECTIVE:

To develop career models which would provide the basis for greater consistency and transparency in the making of career decisions by employees and management.

BENEFITS:

The development of viable career models will fill a long identified need within the Department, increase confidence in the assignment process, and improve officer morale. Overall departmental efficiency should improve considerably as human resource planning and development is placed on a more formal, logical and organized footing.

RESULTS/OUTPUTS:

A series of career models for each stream to be used as a basis for career decisions by employees and managers.

SUCCESS CRITERIA:

The Department will observe an increase in the level of satisfaction with career planning within External Affairs.

MAJOR STEPS AND TIMING:

To be determined upon allocation of resources to this
project.

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.00 PY	$000
Planned Expenditures	1985/86	TBD	TBD
Total Project Cost		TBD	TBD

PROJECT OFFICER: _____

PROJECT MANAGER: _____
C.D. Fogerty
ADA
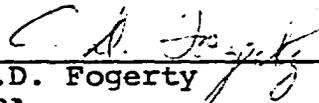
EAMIP PROJECT AC14

DATE: September 4, 1985

TITLE: Delegation of Authority for Personnel
                         Management

PROJECT NUMBER: AC14

STATUS: Active

PRESENT SITUATION:

There is a need within the Department for both the Personnel
Branch and departmental line management to have a clear
understanding of their respective authorities and
responsibilities for personnel management. Furthermore, a
number of legal requirements relating to the delegation of
certain authorities from the Under-Secretary to lower levels
of management have not yet been met. As a first step, a
clear and comprehensive statement of delegation of authority
for personnel management is required. To date, the Executive
Committee has approved a policy document on responsibility
for personnel management which will be published by the end
of December 1985. This document represents a philosophy of
personnel management, and provides a general framework for
the actual instrument of delegation to be drafted. It
remains to be decided whether the Personnel Policy and
Planning Division will undertake the drafting of the entire
delegation document or whether it will coordinate an exercise
whereby specific statements of delegated authority, prepared
by functional experts within the Personnel Branch, are
collected and integrated into an omnibus departmental
instrument of delegation.

OBJECTIVE:

To delegate formal authority for personnel management as
appropriate to the Personnel Branch and to line managers.

BENEFITS:

The respective authorities and responsibilities of both the
Personnel Branch and line managers will be clarified,
Departmental needs, Central Agency standards and legal
requirements with regard to delegation will be met, and the
Department will have a legal framework and solid foundation
for establishing managerial responsibility and accountability
for personnel management.

RESULTS/OUTPUTS:

A clear and comprehensive statement of delegation of authority for personnel management.

SUCCESS CRITERIA:

The Personnel Branch and line managers will understand their respective authorities and responsibilities for personnel management, and the Department will meet its legal responsibilities with regard to delegation.

MAJOR STEPS AND TIMING:

Publish policy document	31/12/85
Prepare delegation instrument	31/03/86
Approval of instrument by Executive Committee	30/06/86
Distribution of delegation instrument	31/07/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.07 PY	$ 2,820
Planned Expenditures	1985/86	0.65 PY	$27,300
	1986/87	0.10 PY	$ 4,200
Total Project Cost		0.82 PY	$34,320

PROJECT OFFICER:

Lindsay Hiseler
ADA

PROJECT MANAGER:

C.D. Fogerty
ADA

EAMIP PROJECT AC15

DATE: November 15, 1985

TITLE: Consolidation of Aid Stream

PROJECT NUMBER: AC15

STATUS: Active

PRESENT SITUATION:

Aid and development is the most recent of the Department's
four career streams. To date, a number of actions have been
completed to staff this stream. EX/FS 1 and 2 lateral
transfers from CIDA are almost completed; letters of offer
from the Public Service Commission are expected to be sent by
the end of November. On the other hand, FS 1 and FS 2
competitions open to both CIDA and External Affairs employees
are planned to be conducted only in early 1986. Many
possible constraints have yet to be carefully analyzed, such
as the number of positions to be filled (mirror complement),
basic requirements (not always met within the PM/SM group in
terms of ability to plan, organize and control), promotion
policy (in terms of number of FS versus PM/SM appraisals),
and written exams versus paper boards. It is expected that
the final outcome of competitions related to this project
will be available by the Fall of 1986.

OBJECTIVE:

To best manage the limited human resources available for the
efficient and effective delivery of CIDA's and this
Department's aid and development assistance abroad.

BENEFITS:

The Department will have a more effective Aid and Development
Program, aid and development officers will be provided with
adequate career prospects within their stream, and a revision
can be undertaken of the current departmental policy
pertaining to stream management.

RESULTS/OUTPUTS:

A fully staffed aid and development stream.

SUCCESS CRITERIA:

Positions within the aid and development stream will be
filled with appropriately qualified individuals.

MAJOR STEPS AND TIMING:

Staffing of senior positions (EX/FS 1 and 2)   27/09/85
Further FS 1, FS 2 competitions   31/01/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.38 PY	$ 16,080
Planned Expenditures	1985/86	0.25 PY	$ 10,500
	1986/87	0.67 PY	$ 28,000
Total Project Cost		1.30 PY	$ 54,580

PROJECT OFFICER:
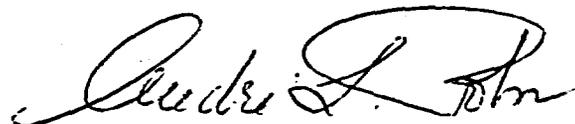
André L. Potvin
APAD

PROJECT MANAGER:

Ben Pflanz
Director
APA

EAMIP PROJECT AC16

DATE: November 21, 1985

TITLE: Rotational AS/AT Program Implementation

PROJECT NUMBER: AC16

STATUS: Active

PRESENT SITUATION:

The Department's decision in 1979 to re-introduce AS officers
into its rotational service received considerable support from
missions abroad and Headquarters alike. Initially, 55
rotational AS positions were created, 44 in 42 posts abroad,
and 11 in Ottawa, with the bulk of these positions classified
at the AS3 and 4 levels only. A concerted effort has been and
continues to be made to expand the rotational AS group to all
levels of the Department's administrative and managerial
apparatus, on both a short and long term basis. A critical
evaluation of the AS/AT Training Program was completed in
August 1985. A further report providing a work plan and
identifying the resources required in order to implement the
program is to be submitted to the AS committee (an informal
committee established and chaired by the ADM, Personnel, and
co-chaired by the ADM, Administration) by December 31, 1985. A
new program design taking into consideration the recommenda-
tions contained in the above mentioned reports will be
available by the end of March 1986. A desk audit of
administrative positions at 12 missions was completed by the
end of August 1985, and sample job descriptions were produced.
These will be used in order to carry out a major classifica-
tion review of all missions in the near future. The findings
of this review, together with a proposed structure and a plan
of action to consolidate the administrative cadre, will be
presented in a report to the appropriate management
committee.

OBJECTIVE:

To improve the managerial and administrative capability and
quality of the Department at Headquarters and abroad.

BENEFITS:

The Department will have a strengthened administrative and
managerial capability, provide quality and continuity to the
Administration and Support Services Program at missions
abroad, and provide advancement opportunities to the
rotational support personnel. This will improve in
particular the morale of departmental rotational support
personnel.

RESULTS/OUTPUTS

Consistently well trained Administrative officers.
Competitions will be held for newly created rotational AS
positions, both at the junior and senior levels.

SUCCESS CRITERIA:

The appropriate management committee will approve the
proposed structure and plan of action to consolidate the
administrative cadre, and a circular document will be
issued.

MAJOR STEPS AND TIMING:

Report providing work plan and identifying resource requirements	31/12/85
Design of AS/AT Training Program	31/03/86
Classification review of all missions	31/03/86
Report to management committee	15/04/86
Preparation of circular document	31/05/86

THEME:

Human Resources Management.

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.08 PY	$12,000
Planned Expenditures	1985/86	1.60 PY	$140,200
Total Project Cost		1.68 PY	$152,200

PROJECT OFFICER:

David Dyet
APSA

PROJECT MANAGER:
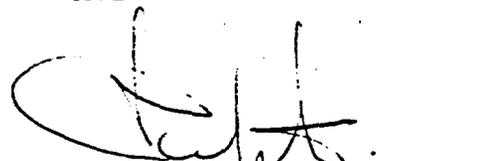
André Laporte
APSA

EAMIP PROJECT AC17

DATE: September 8, 1985

TITLE: Improvement of Foreign Language
                      Training Program

PROJECT NUMBER: AC17

STATUS: Active

PRESENT SITUATION:

The Royal Commission on Conditions of Foreign Service
emphasized the need for employees and dependents to undertake
foreign language training in preparation for a posting. By
way of response to this observation, the Department reviewed
its foreign language policy, identified foreign language
training as a high departmental priority, and encouraged
enlargement and improvement of the program. A departmental
submission to the Treasury Board resulted in the
authorization of a pool of 9 person-years to be used for this
purpose as of 1983/84. The Posting Services Centre has
undertaken a number of projects designed to contribute to the
establishment of an effective and efficient foreign language
program, focusing on the improvement of training in certain
languages, and on specific communicative skills required in
the various fields of foreign operations. A revision of the
departmental foreign language training policy is targeted for
the end of the current fiscal year.

OBJECTIVE:

To have newly posted employees become more efficient and
effective in the jobs which they perform, and to assist them
and their families to adapt more readily to their new foreign
environments.

BENEFITS:

The time period during which a newly posted employee is not
fully operational will be reduced, morale of both employees
and their families will be positively affected, implementa-
tion of various programs abroad will be facilitated, and
departmental relationships at various levels with host
countries will be improved. The Department will respond to
concerns identified by the McDougall Commission.

RESULTS/OUTPUTS:

A series of improved foreign language training activities,
and a revised foreign language training policy.

SUCCESS CRITERIA:

Feedback from foreign language trainees will be positive, and the appropriate management committee will approve the revised foreign language training policy.

MAJOR STEPS AND TIMING:

Identify foreign language post requirements   28/02/86

Revise foreign language training policy   31/03/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	2.83 PY	$ 113,060
Planned Expenditures	1985/86	1.75 PY	$ 175,500
Total Project Cost		4.58 PY	$ 288,560

PROJECT OFFICER: _Loréta Giannetti_
                                         Loréta Giannetti
                                         ADTB

PROJECT MANAGER: A.D. Morgan
                                         Director General
                                         ADD
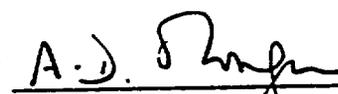
EAMIP PROJECT AC18

DATE: September 8, 1985

TITLE: Improvements of Support Services
                         Programs to Employees and Families

PROJECT NUMBER: AC18

STATUS: Active

PRESENT SITUATION:

The Royal Commission on Conditions of Foreign Service
identified a number of deficiencies in the dissemination of
information to employees and their families. Briefings
provided to people being posted were not always adequate, and
too few were provided. Information on education for
children, on health, and on work opportunities for spouses
was lacking. This lack of information existed throughout the
different stages of the posting cycle, i.e., prior to being
posted, at the post, and upon return to Ottawa. As a result
of a departmental submission, the Treasury Board authorized
an additional 5 person-years to implement a Community Liaison
Services unit within the Posting Services Centre. In
1983-84, the Centre was mandated to implement community
liaison services for employees and their families, both in
Ottawa and abroad. A major component of these services has
been the establishment of a Post Community Coordinator
Program. To date, approximately 45 missions have contracted
spouses to act as community coordinators who provide various
support services to employees and their families. It is
expected that by the end of the current fiscal year, the
Program will have been fully implemented.

OBJECTIVE:

To improve the nature and scope of information on a variety
of questions related to education, health conditions and
prospects for spousal employment abroad, and to develop and
implement briefing programs for individual members of the
foreign service community and their families.

BENEFITS:

Better preparation and knowledge of the post situation will
facilitate post adaptation, reduce post tensions, and improve
the foreign service community morale, thus increasing the
effectiveness of the Department's foreign operations.

RESULTS/OUTPUTS:

Updated information made available to rotational personnel
and their families prior to their being posted, and full
implementation of the Post Community Coordinator Program
throughout 65 of the Department's missions abroad which have
been designated priority missions due to factors such as
their size and level of hardship.

SUCCESS CRITERIA:

Feedback from employees posted abroad and the missions themselves will indicate satisfaction with briefings and information provided and with the Post Community Coordinator Program.

MAJOR STEPS AND TIMING:

Complete evaluation of the program	28/02/86
Implement post community coordinator program	31/03/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	7.25 PY	$ 410,000
Planned Expenditures	1985/86	0.50 PY	$ 276,000
Total Project Cost		7.75 PY	$ 686,000

PROJECT OFFICER:

Loréta Giannetti
ADTB

PROJECT MANAGER:
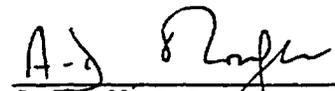
A.D. Morgan
Director General
ADD

EAMIP PROJECT AC19

DATE: August 26, 1985

TITLE: Retirement Programme

PROJECT NUMBER: AC19

STATUS: Active

PRESENT SITUATION:

The Department does not provide a comprehensive programme of
service concerning retirement to its employees. To date,
such service as exists tends to be ad hoc in nature, and
consists almost exclusively of voluntary retirement seminars
addressed to the full range of employees without regard to
either their status, i.e., rotational or non-rotational, or
their income levels. In most cases, those who attend are
near mandatory retirement age. What is needed is a more
coherent programme to sensitize employees to the consequences
and benefits of planning for retirement at an early point in
their careers, and to provide appropriate training and
counselling throughout the period leading to actual
retirement.

ABSE has conducted some preliminary research and analysis on
retirement programmes both within and outside the Department,
and has published a final report presenting the results of an
in-house survey conducted in October 1984.

OBJECTIVE:

To provide better and more timely retirement-related services
to all employees.

BENEFITS:

A comprehensive retirement programme will demonstrate
departmental management's concern for employee welfare,
improve employee morale, and equip employees with the
knowledge and skills required to plan effectively for
retirement.

RESULTS/OUTPUTS:

A comprehensive retirement programme consisting of both
training and counselling activities.

SUCCESS CRITERIA:

The retirement programme will be seen to respond to a clearly
identified departmental need, and will be well received by its
clientele.

MAJOR STEPS AND TIMING:

Select target groups   30/12/85

Develop options and
recommendations   31/03/86

Submit programme proposal
to ACB   to be determined

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures	1984/85	0.47 PY	$20,750
Planned Expenditures	1985/86	0.75 PY	$35,000
Total Project Costs		1.22 PY	$55,750
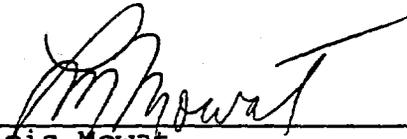
PROJECT OFFICER: _____
Lois Mowat
ABMA

PROJECT MANAGER: _____
Tom Boehm
Director General
ABD

EAMIP PROJECT AC25

DATE: September 8, 1985

TITLE: MIS/EDP Training in DEA

PROJECT NUMBER: AC25

STATUS: Active

PRESENT SITUATION:

Although courses in MIS/EDP are available within the
Department and in the public sector, there is a need for a
more structured approach to planning and managing this type of
training. In this way, individuals may take advantage of
technological opportunities as they become available, and
managers will be prepared to manage the implementation of new
technology in the Department. A course attended by the Under-
Secretary and eleven Assistant Deputy Ministers was held on
February 9, 1984, and repeated at the end of March 1984, with
approximately twenty Directors General in attendance. This
presentation will be offered again for managers at the
DM/ADM/DG levels who have not yet had occasion to attend. An
integrated proposal on MIS/EDP training for the Department of
External Affairs was submitted to the EDP Policy Committee
before the end of October 1985. Both general and specific
types of MIS/EDP training activities are envisaged, and it is
planned that special attention will be given to developing
training designed to get work units operational.

OBJECTIVE:

To develop a program of MIS/EDP training activities which
will assist the Department to manage the implementation of
its new technology.

BENEFITS:

Individual users will be trained in the new technology, work
units will be assisted in getting up and running, and managers
will be equipped to manage the implementation of new
technology.

RESULTS/OUTPUTS:

A set of comprehensive and well integrated departmental
MIS/EDP training activities.

SUCCESS CRITERIA:

The proposal for MIS/EDP training will be approved by the EDP Policy Committee, and identified departmental training needs will be met.

MAJOR STEPS AND TIMING:

Approval of proposal on MIS/EDP
Training by EDP Policy Committee   15/11/85

Development of new training modules   31/03/86

THEME:

Human Resources Management

RESOURCE UTILIZATION:

Actual Expenditures   1984/85   0.32 PY $ 20,640
Planned Expenditures   1985/86   0.25 PY $114,000

Total Project Cost   0.57 PY $134,640

PROJECT OFFICER: Terry Cohen
                                      ADT
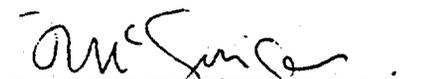
PROJECT MANAGER: Frank McGuigan
                                      ADT

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
COMPLETED PROJECTS

PROJECT CODE	PROJECT TITLE	DATE
AC01	EX CONVERSION-PHASE II	11/15/85
AC03	AFFIRMATIVE ACTION WORKPLAN	03/15/85
AC04	HUMAN RESOURCE MANAGEMENT FRAMEWORK	10/31/85
AC20	IMPROVED CAPACITY TO DEL. SEC. SERVICES	07/30/85
AC23	ASSIGNMENT POLICY FOR EMPLOYEE COUPLES	12/31/84
AC24	REVIEW OF DIPLOMATIC DESIGNATIONS	01/30/84
CC05	PART III OF THE ESTIMATES	11/01/86
CC08	REVISION OF THE CORRESPONDANCE MANUAL	09/30/85
CC10	EVAL-IMMIGRATION & EVAL-TOURISM	12/30/84
CC12	INVENTORY OF EXISTING SYSTEMS	02/28/84
CC14	STRATEGIC PLAN FOR INFORMATICS	07/30/85
CC15	INFORMATION NEEDS OF POSTS	07/30/85
CC18	OFFICIAL DEPARTMENT VISISTS	03/30/84
EF01	ECONOMIC SUMMITRY - CRITICAL PATH	09/30/84
EF06	STRB PILOT PRJCT AD HOC REPORTS	09/30/84
EF14	INTL NEGOTIATIONS ON TRADE IN SERVICES	03/30/84
GB02	COMPLETION 1983 INITIATIVE DEL. AUTH. HOPS	06/30/84
GB03	POLICY & RESOURCE REVIEW PROTOTYPE	12/30/84
IF01	STUDY-MULTILATERALISM CDA & UN SYSTEM	03/31/85
IF02	CRISIS MANAGEMENT AND EMERGENCY PLANNING	06/30/85
IF03	PERSONAL SAFETY PROGRAM IMPLEMENTATION	09/30/85
MF13	MANUAL ON FINANCIAL ADMINISTATION.	06/30/85
MF81	FINANCE & MGMT SYSTEMS ENHANCEMENTS	05/11/85
MF82	FINANCIAL PLANNING ENHANCEMENTS	04/11/85
MG01	WORD PROCESSING REVIEW	06/30/85
MG06	RECORDS MANAGEMENT WORK PLAN	03/15/84
MG2B	LIBRARY SERVICES: ON-LINE ACCESS DATA BASE	09/30/85
MM02	MANAGEMENT REVIEW PLAN	06/30/84
MR03	GUIDELINES FOR EVAL. ACC. EST. OF CRITERIA	04/30/84
MR04	PROJECT COMPLETION REPORT	04/30/84
MR05	L.R.C.P., T.B. SUBMISSION	03/30/84
MR06	WORKS OF ART COMPUTER INVENTORY	11/07/85
MR08	CENTRAL SERVICES STUDY	06/30/84
MR10	POST PROPERTY MANUAL	09/30/85
MR13	REAL PROPERTY INVENTORY SYSTEM	05/30/85
MR14	ACCOMMODATION - L.B.PEARSON BUILDING	06/30/84
MR15	STREAMLINE T.B. SUBMISSION PROCESS	08/23/85
MR16	IMPROVE COORDINATION AT PLANNING-TRAVEL	07/26/85
SF01	NEW THRUST FOR ENTREPRENEURIAL IMMIGRATION	03/30/85
SF03	UPGRADING IMMIGRATION PROGRAM PRODUCTIVITY	03/30/85
SF06	COUNSULAR OPERATIONS MGMT. INFO SYSTEMS	02/28/85
SF09	ENQUIRY AND RECEPTION SERVICES	05/30/85
SF12	RATIONALIZATION OF PUBLICATION IN DEA	10/30/85
SF17	PROC. MODEL-FORMAL BIL. CUL. AGREEMENTS...	12/31/84
SF18	INT'L. POPULATION CONFERENCE MEXICO-AUG.84	03/31/85
SF3B	INVENTORY OF EXISTING OFFICE EQUIPMENT	03/31/85
TF03	REVIEW OF PEMD PROGRAM DESIGN	12/30/84
TF06	EXPORT MARKET DEVELOPMENT PLANS	08/30/85
TF9B	TF09 PART B	10/30/85

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
PENDING PROJECTS

PROJECT CODE	PROJECT TITLE	EXPLANATION
AC11	CAREER MODELS BY STREAM	AWAITING COMPLETION OF COMPLIMENTARY PROJECT AND LACK OF RESOURCES
MF04	REVIEW OF FINANCING OF OPERATIONS ABROAD	LACK OF RESOURCES (PY's)
MG04	IMPROVING RADIO COMMUNICATIONS	LACK OF RESOURCES (PY's)
MR01	PHYSICAL RESOURCES ROLES AND RESP.	PROJECT TO BE CLARIFIED BY NEW DIRECTOR-GENERAL OF PHYSICAL RESOURCES
SF08	DOMESTIC INFORMATION & COMMUNICATIONS STRG	AWAITING ACTIVATION OF COMMUNICATIONS BRANCH
SF10	PERFORMANCE MEASUREMENT TOOLS-PUBLIC DIPL.	AWAITING ACTIVATION OF THE COMMUNICATIONS BRANCH
TF07	COST RECOVERABLE TECHNICAL ASSISTANCE PROG	AWAITING RESULTS OF TREASURY BOARD SUBMISSION
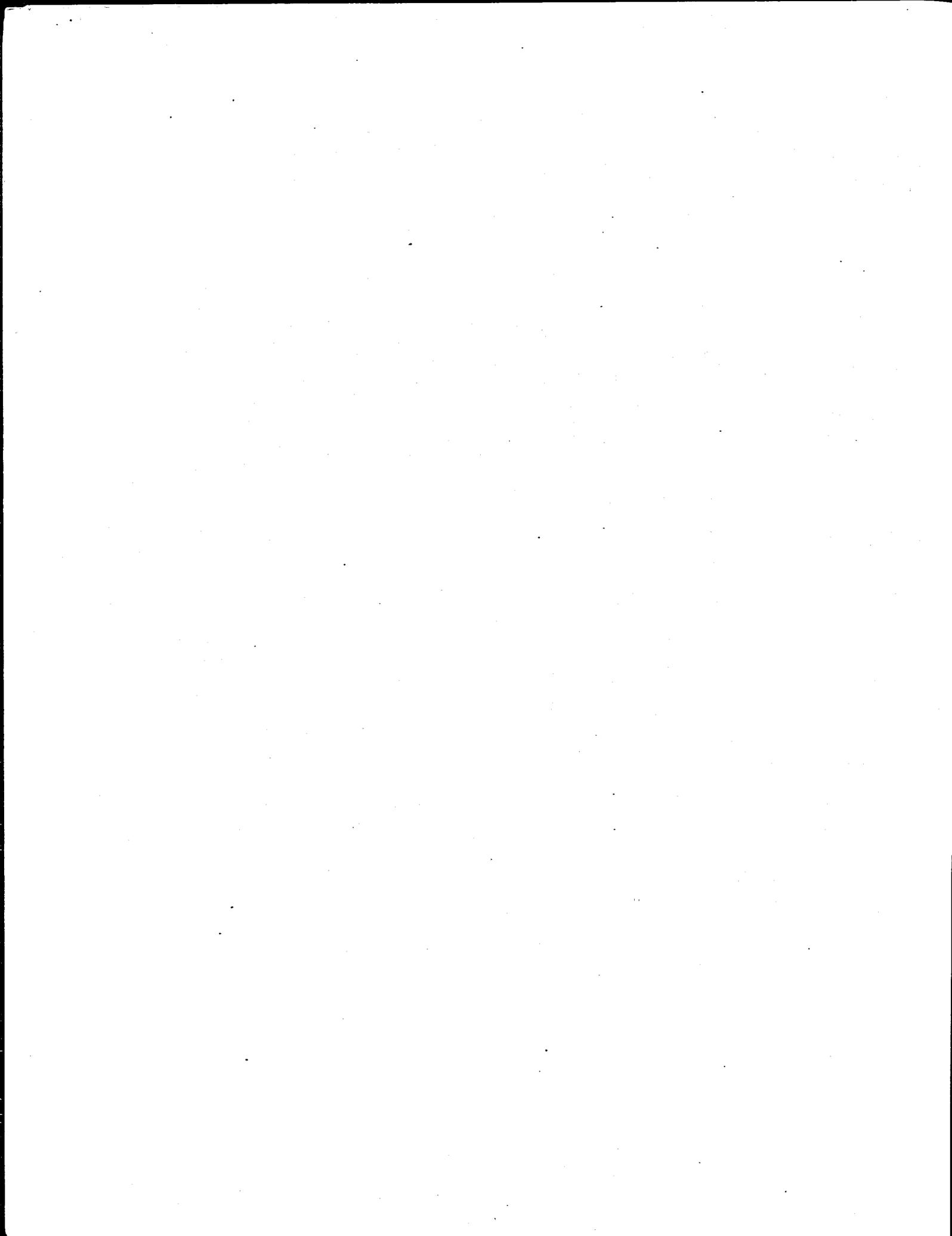
EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
CANCELLED PROJECTS

PROJECT CODE	PROJECT TITLE	EXPLANATION
AC02	PMIS WORKLOAD PRIORITIES	PROJECT DEVELOPED INTO THREE NEW SUB PROJECTS: AC2A,AC2B,AC2C.
AC12	PLAN FOR FINANCIAL MANAGEMENT NEEDS	PROJECT DELETED AS WORK BEING CARRIED OUT WITHIN PROJECTS MF01,MF06,& MF13
AC13	CLASSIFACTION PROCESS-IMPROV	PROJECT PROPOSED BUT NEVER DEVELOPED AS PART OF THE ORIGINAL EAMIP
AC21	ESTABLISHMENT ANALYSIS	PROJECT PROPOSED BUT NEVER DEVELOPED AS PART OF THE ORIGINAL EAMIP
AC22	CAREER REVIEW AND COUNSELLING	PROJECT PROPOSED BUT NEVER DEVELOPED AS PART OF THE ORIGINAL EAMIP
CC09	CORPORATE MANAGEMENT SCHEDULES	CHANGE IN DEPARTMENTAL MANAGEMENT STRUCTURE MAKES PROJECT UNNECESSARY
CC17	DEA'S DOMESTIC CLIENTELE	PROJECT ABSORBED INTO REGULAR OPERATIONS
EF10	GATT WORK PROGRAMME	PROJECT NO LONGER REFLECTS DEPARTMENTAL NEEDS BECAUSE OF CHANGES IN INTERNATIONAL SYSTEM
EF11	CDN PARTICIPATION IN HARMONIZED SYSTEM	PROJECT NO LONGER REFLECTS DEPARTMENTAL NEEDS BECAUSE OF CHANGES IN INTERNATIONAL SYSTEM
EF15	MANAGEMENT OF RELATIONS WITH OECD	PROJECT NEVER DEVELOPED
GB06	CANADA-USA SECTOR FREE TRADE STUDIES	CHANGING DEPARTMENTAL PRIORITIES
MF05	DEPARTMENTAL MANUALS	NO RESOURCES TO MAINTAIN MANUALS ONCE DEVELOPED
MF12	SYSTEM SUPPORT FOR HEADQUARTERS	ONGOING WORK OF MFS. NO POTENTIAL FOR DEVELOPMENT BECAUSE OF PY SHORTAGES
MF83	ENHANCE FINANCIAL MANAGEMENT	PROJECT DEVELOPED INTO THREE NEW SUB PROJECTS: MF8A,MF8B,MF8C.

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
CANCELLED PROJECTS

PROJECT CODE	PROJECT TITLE	EXPLANATION
MG05	ENHANCEMENT OF THE COMMUNICATORS POSITION	ABSORBED INTO REGULAR WORK OF THE DIVISION
MR09	DEL. HOPS VEHICLES PUR. & SUPL. FURNISHING	PROJECT CANCELLED BECAUSE OF MCB's ACCEPTANCE OF THORNE,STEVENS & KELLOG REPORT'S RECOMENDATIONS
MR11	REVIEW OF REAL PROPERTY MANAGEMENT	ABSORBED BY PROJECT MR07
MR12	MATERIAL MGMT SYSTEM FEASABILITY STUDY	ABSORBED BY PROJECT MR07
SF02	INTERNATIONAL EXCHANGE OF INFORMATION	PROJECT ABSORBED INTO REGULAR OPERATIONS
SF11	PROJECT MANAGEMENT-CULTURAL PUBLICATIONS	REDUNDENCY WITH OTHER PROJECTS
SF15	COMMUNICATIONS	WORK WAS CARRIED OUT WITHIN PROJECT SF08
SF19	INDIGENOUS PEOPLES - INTERNATIONAL LIASON	BUREAU SAW NO FURHTER NEED FOR PROJECT
TF05	PRIORIZATION OF MANUFACTURING SECTORS	SUBSUMED BY "OPERATION READINESS"
TF09	IMPRV OF TECH INFLW MECHS SC CNSLR SYST	THIS PROJECT WAS SPLIT INTO TWO PARTS. PART 'B' IS COMPLETE. THIS PART CONSIDERED UNNECESSARY
TF1A	INTERNATIONAL GENERIC FISH PROMOTION	FUNDING CANCELLED BY DEPT. OF FISHERIES AND OCEANS
TF1B	PEMD FISH-MARKET SUPPORT	FUNDING CANCELLED BY DEPT. OF FISHERIES AND OCEANS

Revised Costs for Active and On-Hold Projects

Project Number	Title	Resp.	1984/85 PY	1984/85 $	1985/86 PY	1985/86 $	1986/87 PY	1986/87 $	Future Years PY	Future Years $	Total PY	Total $
Corporate Management												
CC01	Operational Plan Framework	CML	2.3	96.6	.5	21.0					2.8	117.6
CC02	Departmental Planning System	CMA										TBD
CC06	Evaluation Profiles	CME	.33	13.86	.5	21.0		TBD				TBD
CC07	Trade Programs – Activity Monitoring	CME										TBD
CC11	Project Management Guide and Training	CCBM	.06	3.15		10.0					.06	13.15
GB01	Branch and Post Management Procedures	CCBM	.75	59.55	.33	23.86					1.08	83.41
MR01	Develop Long Term Internal Audit Plan	MMA		52.50		60.00						112.5
										TOTAL	4.94	326.66

TBD – To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$
International Trade Development												
TF02	PEMD System Improvements	TEP	.5	625.00	.1	10.0					.6	635.0
TF08	Promotional Projects Information Systems	TEM	2.8	190.6	2.4	140.8					5.2	113.0
										TOTAL	5.8	748.0

TBD – To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85 PY	1984/85 $	1985/86 PY	1985/86 $	1986/87 PY	1986/87 $	Future Years PY	Future Years $	Total PY	Total $
International Economic Trade and Aid Policy												
EF07	Redesign of Import Permit Proecessing System	ESC		58.5	1.0	1,114.0	8.0	204.0		25.0	9.0	1,401.0
EF08	Improve Administration of Import Quota Allocation System	ESF	.21	8.8	.5	21.0	.25	10.5			.96	40.3
EF09	Preparations for Renogiations of GATT	EPG	1.17	49.14	TBD		TBD				TBD	
EF12	Government Participation in Int'l Commodity Agreements	EPA	.75	47.5	1.25	77.5	Negligible				2.0	125.0
GB07	Asia/Pacific Trade Information	PPT		9.5		39.5						49.0
TF04	Defence Imports Contract System	TDDR		4.2		45.00						49.2
TF07	Cost Recoverable Technical Assistance Program	TEF	.18	7.2	TBD						TBD	
									TOTAL		11.96	1,664.5

TBD - To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$

Social Affairs

Project Number	Title	Resp.	PY	$	PY	$	PY	$	PY	$	PY	$
SF04	Computer Assisted Immigration Processing System	SIM	1.45	286.3	1.25	67.5	.60	45.08			3.30	398.88
SF05	Consular Services Training	SIC	1.0	43.0	TBD		TBD				TBD	
SF07	Extension of Cost Recovery in the Consular Program	SIC	.1	4.2	.2	8.4					.3	12.6
SF08	Domestic Information Communications Strategy	SCI	.4	16.8	TBD						TBD	
SF10	Establishment of a Monitoring Analysis Capacity and Performance Measurement Goals for for Public Diplomatic Activities	SCI	TBD		TBD						TBD	
SF16	Review of International Cultural Relations Policy	SCC	2.0	57.0	1.0	42.0					3.0	99.0
									TOTAL		6.0	510.48

TBD - To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$

Physical Resources

MR01	Physical Resources Roles and Responsibilities	MRP	.40	31.8	.10	4.2					.50	21.00
MR02	Project Management and Delivery Systems	MRP	.20	8.4	TBD		TBD				TBD	
MR07	Procurement Control Systems and Automation	MRM	.24	63.1	.15	13.2	TBD				TBD	

| | | | | | | | | | | TOTAL | .50 | 21.00 |

TBD - To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$
Communications and General Services												
GB04	Pilot Project on Substantive Information Management	URR	.20	132.5	.10	32.5					.30	165.0
GB05	Use of Communication Satellites for Public Affairs Program at USA Posts	UGP	.2	25.48	TBD						TBD	
MF09	Office Automation in External Affairs	MFS	2.0	257.0	2.0	534.0	1.0	42.0			5.0	833.0
MF10	General Purpose Computer for Headquarters	MFS	.4	16.8	3.0	956.0					3.4	972.8
MF11	EDP Support at Posts	MFS	2.25	114.5	2.0	894.0	.30	25.0			4.55	1,033.5
MG01	Wordprocessing Review	MGD		31.0	TBD						TBD	
MG02(A)	Library Services (OPAC)	MGL	nil								nil	
MG03	Departmental Telecommuncations Policy	MGT	.1	4.2	.1	4.2	.1	8.2			.3	16.6

TBD - To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$

Communications and General Services (continued)

Project Number	Title	Resp.	1984/85 PY	$	1985/86 PY	$	1986/87 PY	$	Future Years PY	$	Total PY	$
MG04	Improving Radio Communications	MGT	nil		3.0	126.0	4.0	168.0			7.0	294.0
MG07.1	Enhanced Exchange with Data Services	MGD		35.0		45.0						80.0

| | | | | | | | | | | | 20.55 | 3,394.1 |

TBD - To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$
Finance												
MF01	MFD Organization Study	MFF MFR	.5	43.5	.5	43.5	2.0	134.5			3.0	225.0
MF02	Post Accounts Management	MFF	.65	27.3	.50	21.0	2.0	134.0			3.1	182.0
MF03	Regionalization of Financial Services	MFR	.9	90.8	TBD		TBD				TBD	
MF04	Review of Financing Operations Abroad	MFF	nil		.25	10.5	1.25	82.5			1.50	.93
MF06	Financial Management Training and Development	MFF	.75	63.6	.25	10.5	2.0	114.0			3.0	186.0
MF07	Review of Department Financial Authorities	MFF	.6	39.7	1.0	4.20	1.0	142.0			2.6	223.7
MF08A	New MFS Design	MFR	unknown		–		–				–	
MF08B	Finance & Management System Enhancement	MFR	unknown		–		–				–	
MF08C	Departmental FMS Post Financial EDP Installations	MFR	unknown		–		–				–	
									TOTAL		13.2	909.7

TBD – To be determined

Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$
Human Resources												
AC2A	PMIS Enhancements	ADAP	.1	4.2	.1	4.2					.2	8.4
AC2B	Personnel Assignment Sub-System	ADA	.5	80.37	.17	7.0					.67	87.34
AC2C	Personnel Information Network of Systems	ADA			3.0	200.0	2.25	344.5			5.25	544.5
AC05	Integrated Policy and Management Framework for Training and Development in DEA	ADD	1.16	73.62	.2	8.4					1.36	82.02
AC06	Review of Secondments Program	ACBX	.22	9.60	.1	4.2					.32	13.8
AC07	Implementation of Executive Committee Decisions on McDougall Recommendations	ADA	.04	1.6	.1	4.2					.14	5.8
AC08	Management of Non-rotational Personnel in External Affairs	APD	1.50	103.0	.1	4.2					1.6	107.2
AC09	Review of Stream Concept	ADD	.03	1.2	.02	.8					.05	2.0
AC10	Human Factors in the Introduction of New Office Technology	ADA	.74	34.24	.05	2.1					.79	36.34

TBD - To be determined

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Revised Costs for Active and On-hold Projects

Project Number	Title	Resp.	1984/85		1985/86		1986/87		Future Years		Total	
			PY	$	PY	$	PY	$	PY	$	PY	$

Human Resources (continued)

Project Number	Title	Resp.	1984/85 PY	$	1985/86 PY	$	1986/87 PY	$	Future Years PY	$	Total PY	$
AC11	Foreign Service Career Models by Stream	ADA	.00	.00	TBD						TBD	
AC14	Delegation of Authority for Personnel Management	ADA	.07	2.82	.65	27.3	.1	4.2			.82	34.32
AC15	Consolidation of Aid Stream	APA	.38	16.08	.25	10.5	.67	28.0			1.30	54.58
AC16	Rotational AS/AT Program Implementation	APSA	.08	12.0	1.60	140.2					1.68	152.2
AC17	Improvement of Foreign Language Training Program	ADD	2.83	113.06	1.75	175.5					4.58	288.56
AC18	Improvements of Support Services Programs to Employees and Families	ADD	7.25	410.00	.50	276.0					7.75	686.0
AC19	Retirement Program	ABD	.47	20.75	.75	35.0					1.22	55.75
AC25	MIS/EDP Training in DEA	ADT	.32	20.64	.25	114.0					.57	134.64
									TOTAL		28.3	2,293.45
									GRAND TOTAL		91.25	9,867.89

TBD - To be determined

EAMIP
PROJECTS WHICH RESPOND TO
THE OFFICE OF THE COMPTROLLER GENERAL
IMPAC OBSERVATIONS

CODE TITLE   STATUS

** THEME ADMS
CC14 STRATEGIC PLAN FOR INFORMATICS   C
CC15 INFORMATION NEEDS OF POSTS   C
GB04 PILOT PROJ. SUBSTANTIVE INFO MANAGEMENT   A

** THEME CP
CC01 OPERATIONAL PLAN FRAMEWORK   A
CC02 DEPARTMENTAL PLANNING SYSTEM   A
CC03 MANAGING RESOURCE ALLOCATION   A
CC04 REPORTING AGAINST PLANS   A
CC09 CORPORATE MANAGEMENT SCHEDULES   X
CC11 PROJECT MANAGEMENT GUIDE AND TRAINING   A
GB01 BRANCH & POST MANAGEMENT PROCEDURES   A
GB03 POLICY & RESOURCE REVIEW PROTOTYPE   C

** THEME FIN
AC12 PLAN FOR FINANCIAL MANAGEMENT NEEDS   X
MF01 BUREAU ORGANIZATION REVIEW   A
MF02 POST ACCOUNTS MANAGEMENT   A
MF03 REGIONALIZATION OF FINANCIAL SERVICES   A
MF04 REVIEW OF FINANCING OF OPERATIONS ABROAD   P
MF05 DEPARTMENTAL MANUALS   X
MF06 FINANCIAL MANAGEMENT TRAINING and DEVELOPM   A
MF07 REVIEW OF DEPT'L. AUTHORITIES   A
MF13 MANUAL ON FINANCIAL ADMINISTATION.   C
MF81 FINANCE & MGMT SYSTEMS ENHANCEMENTS   C
MF82 FINANCIAL PLANNING ENHANCEMENTS   C
MF83 ENHANCE FINANCIAL MANAGEMENT   X

** THEME HRM
AC01 EX CONVERSION-PHASE II   C
AC02 PMIS WORKLOAD PRIORITIES   X
AC04 HUMAN RESOURCE MANAGEMENT FRAMEWORK   C
AC05 FRAMEWORK FOR TRAINING AND DEVELOPMENT   A
AC06 REVIEW OF SECONDMENTS PROGRAM   A
AC14 DELEGATION OF AUTHORITY - PERSONNEL   A
AC21 ESTABLISHMENT ANALYSIS   X

** THEME PE
CC06 EVALUATION PLAN AND PROFILES   A
CC07 TRADE PROG.-ACTIVITY MONITORING   A
MM01 DEV. OF LONG TERM INTERNAL AUDIT PLAN   A
MM02 MANAGEMENT REVIEW PLAN   C

** THEME PR
MR07 PROCUREMENT CONTROL SYSTEMS & AUTOMATION   A
MR13 REAL PROPERTY INVENTORY SYSTEM   C

EAMIP
PROJECTS WHICH RESPOND TO
THE OFFICE OF THE COMPTROLLER GENERAL
IMPAC OBSERVATIONS

CODE TITLE   STATUS

** THEME SAP
 SF04 COMPUTER ASSISTED IMMIGRATION PROCESSING   A
 SF06 COUNSULAR OPERATIONS MGMT. INFO SYSTEMS   C
 SF10 PERFORMANCE MEASUREMENT TOOLS–PUBLIC DIPL.   P
 SF11 PROJ. MGMT. SYS.–CULTURAL–PUB INFO   X

** THEME TD
 TF02 PEMD SYSTEM IMPROVEMENTS   A

EAMIP
PROJECTS WHICH RESPOND TO THE 1982 AUDIT BY
THE AUDITOR GENERAL

CODE TITLE   STATUS

** THEME ADMS
 CC12 INVENTORY OF EXISTING SYSTEMS   C
 CC14 STRATEGIC PLAN FOR INFORMATICS   C
 CC15 INFORMATION NEEDS OF POSTS   C

** THEME CP
 CC01 OPERATIONAL PLAN FRAMEWORK   A
 CC02 DEPARTMENTAL PLANNING SYSTEM   A
 CC03 MANAGING RESOURCE ALLOCATION   A
 CC04 REPORTING AGAINST PLANS   A
 CC11 PROJECT MANAGEMENT GUIDE AND TRAINING   A
 GB01 BRANCH & POST MANAGEMENT PROCEDURES   A
 GB03 POLICY & RESOURCE REVIEW PROTOTYPE   C

** THEME FIN
 AC12 PLAN FOR FINANCIAL MANAGEMENT NEEDS   X
 MF01 BUREAU ORGANIZATION REVIEW   A
 MF02 POST ACCOUNTS MANAGEMENT   A
 MF03 REGIONALIZATION OF FINANCIAL SERVICES   A
 MF06 FINANCIAL MANAGEMENT TRAINING and DEVELOPM   A
 MF07 REVIEW OF DEPT'L. AUTHORITIES   A
 MF13 MANUAL ON FINANCIAL ADMINISTATION.   C
 MF81 FINANCE & MGMT SYSTEMS ENHANCEMENTS   C
 MF82 FINANCIAL PLANNING ENHANCEMENTS   C
 MF83 ENHANCE FINANCIAL MANAGEMENT   X

** THEME HRM
 AC02 PMIS WORKLOAD PRIORITIES   X
 AC04 HUMAN RESOURCE MANAGEMENT FRAMEWORK   C
 AC05 FRAMEWORK FOR TRAINING AND DEVELOPMENT   A
 AC08 MANAGEMENT OF NON-ROTATIONAL PERSONNEL   A
 AC09 REVIEW OF STREAM CONCEPT   A
 AC11 CAREER MODELS BY STREAM   P
 AC14 DELEGATION OF AUTHORITY - PERSONNEL   A

** THEME IETAP
 TF04 DEFENCE IMPORT CONTRACT SYSTEM   A

** THEME PE
 CC06 EVALUATION PLAN AND PROFILES   A
 CC07 TRADE PROG.-ACTIVITY MONITORING   A
 CC10 EVAL-IMMIGRATION & EVAL-TOURISM   C
 MM01 DEV. OF LONG TERM INTERNAL AUDIT PLAN   A
 MM02 MANAGEMENT REVIEW PLAN   C

** THEME PR
 MR02 PROJECT MANAGEMENT AND DELIVERY SYSTEM   A
 MR03 GUIDELINES FOR EVAL. ACC. EST. OF CRITERIA   C
 MR04 PROJECT COMPLETION REPORT   C
 MR05 L.R.C.P., T.B. SUBMISSION   C

EAMIP
PROJECTS WHICH RESPOND TO THE 1982 AUDIT BY
THE AUDITOR GENERAL

CODE TITLE	STATUS
MR10 POST PROPERTY MANUAL	C
MR11 REVIEW OF REAL PROPERTY MGMT. IN DEPT.	X
MR12 MATERIEL MGMT. SYSTEM FEASIBILITY STUDY	X
MR13 REAL PROPERTY INVENTORY SYSTEM	C

** THEME SAP

SF04 COMPUTER ASSISTED IMMIGRATION PROCESSING	A
SF06 COUNSULAR OPERATIONS MGMT. INFO SYSTEMS	C
SF10 PERFORMANCE MEASUREMENT TOOLS-PUBLIC DIPL.	P

** THEME TD

CC17 DEA'S DOMESTIC CLIENTELE	X
TF02 PEMD SYSTEM IMPROVEMENTS	A
TF05 PRIORIZATION OF MANUFACTURING SECTORS	X
TF06 EXPORT MARKET DEVELOPMENT PLANS	C

EAMIP
PROJECTS WHICH RESPOND TO REQUIREMENTS OF
THE PUBLIC ACCOUNTS COMMITTEE

CODE TITLE   STATUS

** THEME CP
CC01 OPERATIONAL PLAN FRAMEWORK   A
CC02 DEPARTMENTAL PLANNING SYSTEM   A
CC03 MANAGING RESOURCE ALLOCATION   A
CC04 REPORTING AGAINST PLANS   A
GB01 BRANCH & POST MANAGEMENT PROCEDURES   A

** THEME HRM
AC02 PMIS WORKLOAD PRIORITIES   X
AC04 HUMAN RESOURCE MANAGEMENT FRAMEWORK   C
AC05 FRAMEWORK FOR TRAINING AND DEVELOPMENT   A
AC11 CAREER MODELS BY STREAM   P
AC14 DELEGATION OF AUTHORITY - PERSONNEL   A

** THEME PR
MR01 PHYSICAL RESOURCES ROLES AND RESP.   P
MR02 PROJECT MANAGEMENT AND DELIVERY SYSTEM   A
MR03 GUIDELINES FOR EVAL. ACC. EST. OF CRITERIA   C
MR04 PROJECT COMPLETION REPORT   C
MR05 L.R.C.P., T.B. SUBMISSION   C
MR07 PROCUREMENT CONTROL SYSTEMS & AUTOMATION   A
MR10 POST PROPERTY MANUAL   C
MR11 REVIEW OF REAL PROPERTY MGMT. IN DEPT.   X
MR13 REAL PROPERTY INVENTORY SYSTEM   C

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EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
INDEX OF ACTIVE PROJECTS
BY PROJECT TITLE

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
INDEX OF ACTIVE PROJECTS
BY PROJECT TITLE

EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
INDEX OF ACTIVE PROJECTS
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EXTERNAL AFFAIRS MANAGEMENT IMPROVEMENT PROGRAM
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INDEX OF ACTIVE PROJECTS
BY BRANCH